

**LOGISTICS IMPLICATIONS ON MILITARY INTERVENTIONS: A CASE OF
THE KENYA DEFENCE FORCES CONTIGENTS IN SOMALIA 2012 – 2022**

HOSEA KARANJA GACHANJA

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DECLARATION

This research project is my original work and has not been presented for a degree in any other university.

Signature_____

Date: _____

Hosea Karanja Gachanja

S205/OL/CTY/21896/2020

Supervisor

This research project has been submitted for examination with my approval as the University supervisor.

Signature_____

Date: _____

Dr. Xavier Francis Ichani, Ph.D.

Department of Security, Diplomacy and Peace Studies

Kenyatta University

DEDICATION

To my beloved wife and cherished children, who have been a constant source of inspiration throughout this incredible journey, I am eternally grateful for your unwavering support and encouragement. May you always be blessed because of the boundless love you bring into my life.

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LIST OF ABBREVIATIONS AND ACRONYMS

AMISOM	African Union Mission in Somalia
AOP	Area of Operation
AOR	Area of Responsibility
APCs	Armored Personnel Carriers
AS	Al-Shabaab
AU	African Union
COMCORD	Civil Military Coordination
CJOA	Combined Joint Task Force-Horn of Africa,
CSO	Civil Society Organization
DOD	Department of Defence
EASTBRIDGE	Eastern Brigade
ECOWAS	Economic Community of West African States
EU	European Union
ICDs	Integrated Childhood Development Support
KAEME	Army Electrical and Mechanical Engineering
KAOC	Kenya Army Ordinance Corps
KDF	Kenya Defense Forces
LOC	Lines of Communication
MIA	Mogadishu International Airport
MOCC	Combat Operations Coordinating Committee
MOOTW	Military Operations Rather Than War
NATO	North Atlantic Treaty Organization
NGO	Nongovernmental Organization
OLN	Operation Logistic Network

PCAs	Persistence Clearance Air Support
PSO	Protective Service Officer
SCM	Supply Chain Management
UN	United Nation
US	United States

OPERATIONAL DEFINATION OF TERMS

- Military** – Is the armed forces of a state whose primary function is to defend sovereignty of the state against internal and external aggression by defending the nation against adversaries from other states. In this context is the Kenya Defence Forces contingents in Somalia.
- Contingent**– Refers to a group of soldiers who join a larger force, such as Kenya Defence Forces serving under the umbrella of African Mission in Somalia on rotational basis.
- Logistics** - The science of organizing and carrying out the supply, upkeep, and transportation of armed forces equipment's weapons rations. In its broadest sense, it involves: design, development, acquisition, storage, distribution, maintenance, evacuation, and dispose of military materials, weapons and equipment and well movement of troops.
- Implication** - logical relation between two propositions that fails to hold only if the first is true and the second is false and this case the influence of logistics on outcomes of military interventions.
- Interventions** - refers to the movement of troops or forces from one country into the territory or territorial waters of another country or to military action by troops already stationed inside another country.
- Terrorism** – means the threatened or actual muse of illegal force and violence by non- state actors, to attain a political, economic, religious or social goal through fear, coercion or intimidation.
- Threat** – a person or thing likely to cause damage or danger.

Combat Support - Describes specific sustenance duties that armed military units offer to main tactical groups in the front line.

Civil Military Cooperation- Refers to the interface between military and civilians operating in the same peacekeeping theatre of operation on wide array of communication security and development issues.

ABSTRACT

Military logistics continues to attract the attention of researchers and policymakers alike. This research project aimed to examine the logistics implications on operational outcomes of the Kenya Defense Forces' involvement in Somalia between 2012 and 2022. The study focused on analyzing the forms of logistics support services provided by the military, analyzing the operational logistics challenges encountered, evaluating the effectiveness of adopted strategies, and to assess the contributions of the operations to logistic support readiness in peace support operations. To anchor the analysis of logistical support, the study drew guidance from liberalism theory and logistic theory by applying them to various aspects of the research. The target population included mission commodity suppliers, supply and logistics officers, military personnel, civilian police, and civilian staff who served in Somalia operations. Randomized, purposive, and snowball sampling techniques were used to obtain the sample size of respondents. The study utilized three data collection tools: questionnaires, interview guides, and focused discussion guides. Qualitative data was analyzed using simple descriptive statistics and presented in tables, pie charts, and bar graphs. Quantitative data was analyzed thematically through content analysis and thematic reflection. The study involved 103 participants from the Kenya Defense Forces (KDF) and other stakeholders and revealed valuable insights into the operational logistics support during the military intervention in Somalia. Key findings include: the types of logistic support provided were transport services, equipment acquisition and supply, medical services, casualty evacuation, maintenance and repair of armor and equipment. Approximately 58.3% of the respondents were in agreement on the effective execution of personnel transportation, 46.6% agreement on efficient facility management and acquisition of services, and 48.5% agreement on the positive impact of medical and health support. However, challenges were identified, with 48.5% agreeing on difficulties in transporting equipment, arsenal and rations, 72.8% acknowledging supply chain management hurdles, and 79.6% recognizing poor technological infrastructure among others. The study also highlighted the need for better logistical department responsiveness (62.1% agreement) and the constant threat from the enemy affecting logistics (73.8% agreement). Assessing operational logistics strategies, 43.7% strongly agreed on technology infrastructure improvements, and 53.4% agreed on the effectiveness of substantial transportation investment. However, mixed perceptions were found for storage facilities (51.5% agreement) and inventory control (48.5% agreement). This study will also be useful in providing logistical information on matters pertaining to international relations in the study of peacekeeping operations. Policymakers and military planners can utilize these findings to enhance the effectiveness of future military interventions by addressing challenges and building on effective strategies to improve logistical readiness and performance of the military.

CHAPTER ONE

INTRODUCTION

1.1 Background to the Study

The concept of logistics has been pertinent in warfare since its inception, but it wasn't until just before World War II that the term became widely used. According to Clausewitz, the crucial aspect of military logistics is deploying troops to the correct location at the appropriate time is the core of military logistics (Clausewitz, 1989). Merriam-Webster's online dictionary defines logistics as the branch of military science that pertains to the procurement, maintenance, and transportation of military resources, facilities, and personnel. Described as the bloodline of the military, logistics support begins with the recruitment of the soldier, clothing and kitting, feeding, training and arming, provision of first and second line ammo and large state procurement to support the entire military.

Behind the success of the United States military is ability to meet logistic requirement. Numerous military campaigns have informed the US D.O.D in running a flexible military force, a robust defense industry with a focus on research and development, and a global logistics capability that excels in planning, stockpiling, and large-scale transportation are the pillars of the United States' (US) military supremacy in conflicts of the 20th century. The ability of potential adversaries to deny access and sabotage maintenance activities is enabled by widely available technological tools, eroding the logistical advantage of the US adversaries. New asymmetrical and disruptive capabilities in cyber and space are also having far-reaching implications on the US military. Hypersonic weapons also threaten long-range logistics. Recent hostile cyber

threats to US energy pipeline infrastructure and US low-orbit satellites show that attacks can be highly targeted and pose serious domestic risks.

The greatest challenge for the European Union (EU) is to provide sufficient and adequate strategic and tactical transport capacity quickly. Timely delivery is therefore just as problematic as availability. According to the EU battle group concept, this is especially difficult in scenarios that require quick decisions. Six days after the EU's official decision, the first members of the EU's combat groups must arrive in the theater of operations. The EU's ability to provide the necessary resources in a timely manner is crucial to her credibility as a crisis management actor. When a crisis strikes and the EU makes a decision to intervene, the organization cannot afford to waste any time. It moves with haste to deploy its troops. However, the deployment phase of most EU military operations in Africa is difficult and time consuming as Africa provided logistic requirement different from the EU member states. It lacked key capabilities, especially in the area of strategic and tactical air transport, as described in the Operations Commander's request. Sufficient airlift capacity is essential to carry out operations in large, remote theaters of operations.

In Latin America, the protracted conflict between Brazil and Paraguay (1864-1870), was characterized by inadequate logistics and under-equipped units, proved to be a pivotal moment in the evolution of the Brazilian military. The army's leaders, now known as the "defenders of the homeland", wielded significant influence in the war especially on matters of logistics. Similarly, the War of the Pacific (1879-1883) had similar effects in Chile, Peru, and Bolivia, albeit in different circumstances. The enlightened officers' in was placed logics demands ranging from unit reorganization

to the introduction of universal conscription, the procurement of modern weaponry, and the enhancement of institutional autonomy.

In Africa, focusing on the specific challenges faced in meeting Combined Joint Task Force-Horn of Africa, CJOA's logistics requirements is essential to understanding the logistical challenges currently facing in East Africa. Perhaps the most pressing problem is the "tyranny of distance" caused by the vast, highly diverse terrain that stretches over 1,500 miles across East Africa. The challenges of managing a theater significantly bigger than any other in the United States gave rise to the expression. The forces of S. remain operational up to the present time. The vastness of the 11.7 million square mile continent poses issues in distribution, being at least thrice the size of the United States. In general, African nations suffer from insufficient infrastructure and unfavorable road conditions, resulting in arduous travel. While some countries may be more advanced than others, logistics professionals cannot universally implement logistics principles and methodologies as each country has distinct needs. Africa is a vast continent consisting of separate sovereign states. For each country in the designated area of operations, it is essential to comply with the latest customs and border control measures. Not knowing this can lead to the frustration of critical equipment and facilities at airports, seaports or national borders.

In 1959, Rear Admiral Henry Eccles expressed that logistics serves as the link between a nation's economic state and the tactical operations of its fighting forces. The Joint Chiefs of Staff's Logistics further elaborates on this idea, emphasizing the importance of ensuring that the logistics system aligns with both the battlefield

environment and the nation's economic structure. Today, the military's logistics capabilities are highly intricate and interconnected. However, many people view logistics as a skill that is taken for granted - something that occurs naturally - or even worse, as a "back office" function that has no correlation with combat capabilities. This viewpoint fails to recognize the intellectual and technological complexity and range of logistics.

Modernized logistics capabilities must be recognized as essential to reclaiming our military superiority, and they must also be taken into account in continuous discussions of how to address the readiness gaps facing today's armed forces. The recent statements made by military officials, members of Congress, and business representatives did not focus much on logistics. Only a few of the statements directly addressed the need for improved logistics capabilities, despite all of them emphasizing the importance of modernizing the American military to regain our technological advantage.

Military operations provide avenues for testing logistic readiness of any fighting force. The *Operation Linda Nchi*, Kenya's unilateral military intervention against the Al-Shabaab launched on 14th October 2011 (ACCORD, 2012) and the Kenya military operation in Sector two under the umbrella of the African Mission in Somalia (AMISOM), seeking thwart Al-Shabaab (AS) control in Somalia and to end the longest Civil War on the African continent provided such avenue. These operations tested logistic readiness of Kenya Defence Forces (KDF) which had never previously engaged in active hostilities of such magnitude (ACCORD, 2012). In a bid to safeguard its territorial integrity and sovereignty against the AS militants, Kenya

hastily dispatched KDF soldiers to Jubaland in Somalia (Rice, 2011). However, logistical support amid diplomatic breaches became an immediate obstacle for achieving the intended objective as soon as the operation commenced. The troops and their heavy military machinery required a vast array of resources, including ammunition, fuel, food, water, medical care, and maintenance services, during the mission. This was a daunting task for the logistic department that was to support the over 2,400 troops fighting in foreign territory (Throup, 2012).

The difficulties experienced by the troops were caused by many challenges. First, the nature of the area of responsibility (AOR). The area exhibited the following characteristics. It lacked sufficient resources, there were difficulties in communications, a highly deficient and dilapidated physical infrastructure extending the vast expansive territory among others. Besides, there was the threat of insurgency fighting asymmetrical war in the environment they knew best (Ahmed, 2012). Furthermore, the bulk or all of the resources required had to be transported into the AOR from Nairobi and Mombasa, through the remote regions, via Garissa, Liboi, Wajir, Mandera, Lamu, and Kismayu. Meeting the consumption rates, replenishments, and repair services for the unserviceable equipment was a daunting challenge. Moreover, the large number of troops exerted immense pressure on the supply demand, type, and quantity required by the forces on the battlefield. Even when forecasting and determining support were based on operational need, aligning the operational supply with operational demand has always been an arduous task even for well-established military across the globe.

Kenya's involvement in the longest civil war on the African continent shifted when

KDF troops were rapidly deployed to Juba Land in October 2011 to protect Kenya's sovereignty and territorial integrity from the AS militia. The AS militia had been committing and supporting terrorist acts against defenseless Kenyans, resulting in abductions, trauma, losses, and deaths (Rice, 2011). Kenya acted quickly by sending troops deep into Juba Land to pursue the AS militia and establish a buffer zone to prevent unchecked entry into Kenyan territory through the porous border between Kenya and Somalia.

The troops faced their next set of challenges with the logistical support they received. Large-scale logistical support, including ammunition, gasoline, food, water, medical care, and maintenance services, was necessary to accommodate the large number of troops and their heavy military equipment. The AOR's features posed several obstacles to the forces, including a lack of local supplies, communication issues, inadequate and deteriorating physical infrastructure, LOC, and insurgency.

Given that all the supplies had to be sourced from other cities, such as Nairobi and Mombasa, separated by a distance of over a thousand kilometers by land, sea, and air (Odhiambo et.al. 2012), there was no alternative. Therefore, a well-crafted supply chain management (SCM) system, equipped with an advanced inventory planning and replenishment system, was required to enhance efficiency and operational effectiveness in the logistics support strategy. This system would ensure that the right product is delivered to the right place, at the right time, and at the appropriate cost (Morgan, 2011).

1.2 Statement of the Problem

Logistic readiness of the Kenya Defence Forces had not been put to test until 14th October 2011, when the nation authorized the launch of unilateral military intervention against the Al-Shabaab (AS) militant threatening her sovereignty and territorial integrity (Rice, 2011). The involvement of the military was arguably rushed and exposed deficiencies in the logistical assistance. Because the mission was extensive, a multitude of provisions such as ammunition, fuel, sustenance, water, medical attention, and upkeep services were necessary to sustain the vast quantity of soldiers and the heavy military machinery. The groups dispatched encountered hardships in their designated areas of responsibility (AOR). Most, if not all, of the supplies had to be transported into the AOR from Nairobi and Mombasa via remote areas and routes, passing through Garissa, Liboi, Wajir, Mandera, Lamu, and Kismayu. The troops frequently lacked essential supplies and experienced communication breakdowns as a result of the poor physical infrastructure and occasional disruption from the insurgency (Ahmed, 2012). Accommodating the rates of consumption, replenishment, and repair services for the inoperable equipment placed tremendous strain on the demand, type, and amount of supplies required by the forces in the field. Even with forecasting and determining support based on operational necessity, matching the operational supply with the operational demand has become an arduous undertaking.

Due to the operational challenges associated with asymmetrical war against Al-Shabaab insurgency actions, the Operation Logistic Network (OLN) frequently faced large logistical support needs that were unpredictable. The AS militia abductions, improvised explosives caused difficulties for KDF's logistic support and efficient

operation of the intervention (Ahmed, 2012) warranting adoption of new logistic strategies. This examines the logistic support implication on the outcomes of the Kenya military intervention in Somalia, its readiness and efficacy.

1.3 Objective of the Study

1.3.1 General Objective

The general objective of this study was to investigate the implications of logistics support on the Kenya Defense Forces intervention contingent in Somalia 2012 to 2022.

1.3.2 Specific Objectives

This study was aspired to:

- i. Explore the forms of operational logistics support services of the Kenya Defense Forces contingents in the Somalia military intervention between 2012 and 2022.
- ii. Assess the effectiveness of operational logistics strategies used by the Kenya Defense Forces contingents in the Somalia military intervention between 2012 and 2022.
- iii. Assess logistic support operational challenges faced by the Kenya Defense Forces contingents in the Somalia military intervention between 2012 and 2022.
- iv. Evaluate the contributions of the operation towards Kenya Defense Forces operational logistics support readiness of its contingents in the Somalia between 2012 and 2022.

1.4 Research Questions

To achieve the stated objectives, the study posed the following research questions.

- i. Which operational logistics services were required to support the Kenya Defense Forces contingents in the Somalia military intervention between 2012 and 2022?
- ii. How effective were the operational logistics strategies used by the Kenya Defense Forces contingents in the Somalia military intervention between 2012 and 2022?
- iii. What logistic support operational challenges were faced by the Kenya Defense Forces contingents in the Somalia military intervention between 2012 and 2022?
- iv. What lessons in terms of logistics support readiness did Kenya Defense Forces draw from its operational in Somalia between 2012 and 2022?

1.5 Justification of the Study

Successes of military intervention are heavily influenced by logistic support. Ability to run a seamless and efficient logistics line is thus very important for current and future military operations undertaken by the KDF and other intervening forces across the globe. This study provided information much needed for logistics support in the wake of new operational challenges posed by terrorist groups and the new measures put in place to enhance operational logistic readiness. The information gathered by this study will be helpful to various departments of the government especially security organs and agencies and other policy makers in enhancing the oversight and management of logistics outsourcing services in the armed forces. Further, the study was beneficial to international organizations involved in peace support operation such

as United Nations (UN), African Union (AU) and the East African Standby Force (EASTBRIDGE) in developing policies that guarantee military logistics and transportation measures are implemented in accordance with the minimum requirements necessary to ensure effective intervention. This increased the logistical support's chances of success. Moreover, this study on military logistics was significant for students of international relations. This study also added to existing body of research in the fields of procurement and supply chain management. Further, this study offers potential advantage for the ongoing operations in Somalia. It should be noted that military has a number of logistic challenges. Solutions to its logistic problems may draw insights from this study. The research also contributed to a more thorough study on logistic support in peacekeeping operations by providing a description of logistics on matters pertaining international relations.

1.6 Scope of the Study

This study focused on logistics implication on military intervention in Somalia. In terms of content, this study first, assessed operational logistic support of the KDF contingent in AMISOM peace-keeping mission between 2012 and 2022. Secondly, this study assessed the effectiveness of the operational logistics strategies used by KDF contingent's intervention in Somalia between 2012 and 2022. Thirdly the study examined measures for enhancing logistics support of the KDF contingent intervention in Somalia between 2012 and 2022. This study covered a period between 2012 and 2022, during which the KDF that previously conducted unilateral operations in Somalia, related to AMISOM force. However, even after the integration into the AMISOM force, the management of military logistics operations remained the responsibility of the nation. Therefore, the research focuses on the military operational logistics of three KDF units that served in Somalia rather than the entire AMISOM

troops. Although operations in Somalia should have been the only one to be the delimited scope of study, the research included close operation carried in the common Kenya Somalia Boarder. Further, whereas the study is much interested with interviewing troops in the current contingent, the researcher also involved KDF members who have already finished the AMISOM operational phase in Somalia between 2012 and 2022

1.7 Limitations of the Study

This study analyzed the currents logistic support in the ongoing AU mission in Somalia. The researcher sourced data from KDF personnel who have already finished the AMISOM operational phase in Somalia between 2012 and 2022. This limited the study of current challenges in the logistic supply. However, the study equally benefited from previous challenges offered by the opposing Al-Shabaab insurgents before the capture of Kismayu. This study also faced security threats from the insurgents especially when collecting data in KDF Camps inside Somalia. The research mitigated the security threats by observing the required safety precautions. There is also limitation of military secrecy act. Military operations are matters of classified security. Therefore, many responders were not be willing to talk about the subject with the researcher due to the sensitive nature of the study in line with military secrecy. To prevent this, the researcher let informants and respondents know that the study is strictly academic in nature and that any data gathered was held in strict secrecy. Informants and respondents are also made aware that their names were not to be printed on the document. In the event the identity of informants was required for authenticity, the study endeavored to use pseudo names except for their institutional affiliation.

1.8 Delimitations of the Study

The study's intended audience was mainly of the Kenyan Defense Forces that were or deployed in Somalia between 2012 and 2022. Preferably, seeking their views while in operation area. However, the study was done in Kahawa Barracks due to security restrictions with limited movement to Somalia. The study included a wide range of prospective respondents. Kahawa Barracks was chosen since it is the largest and home to military logistics in the KDF and therefore, has a diverse population of soldiers from many formations and units. While in Kahawa, the study endeavored to reach out to officers who served in the close and deep operation wherever they were to provide data required. The troops established a limit on what the study's findings can determine because they had sufficient knowledge and experience of the study's subject matter under review.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter scrutinized the current and existing corpus of literature on military logistics. The literature was organized thematically in accordance with the study's goals, which include the provision of operational logistic support in military cooperation, the impact of logistics support, and the efficacy of logistics in military intervention and contribution of military logistic readiness. A summary of the literature and research gaps was presented, as well as a theoretical review and conceptual framework.

2.2 Review of Related Literature

2.2.1 Operational logistics Support in Military Intervention

Logistics is a comprehensive process that involves the transfer of personnel and materials from a point of origin to an operational area. To execute this task, appropriate resources must be provided at all levels of warfare, including establishing bases, communication lines, and ensuring their protection (Stickman, 2011). In this study, we examine types of operational logistics of KDF, the challenges encountered among other issues related to military logistics.

According to Herberman (2010), the requirements for facilities and support infrastructure at military installations are determined by the military missions of various units, offices, and organizations within the Department of Defense (DOD) and Department of the Army. As missions change or organizations relocate, new facilities and supporting infrastructure may need to be constructed or removed to meet mission requirements. Similarly, as buildings age or become outdated, facilities and

supporting infrastructure may need to be replaced, reconfigured, or upgraded to meet mission requirements (Herberman, 2010).

Logistics management comprises various activities, including inbound and outbound transportation management, fleet management, warehousing, material handling, order fulfillment; logistics network design, inventory management, delivery planning, supply and demand management, and management of third-party logistics providers (Sreenivas & Srinivas, 2013). The logistics function also includes, to varying degrees, customer service, packaging and assembly, sourcing and purchasing, and production planning and scheduling. He takes part in tactical, operational, and strategic planning and execution at every level. All logistics activities are integrated, coordinated, and optimized by the logistics management function, which also links logistics activities to other business operations like marketing, sales, production, finance, and information technology (Herberman, 2010).

Health service support is a single, integrated system. It encompasses any actions taken, services rendered, or arrangements made in order to advance, enhance, maintain, or restore the physical and mental health of Army people as well as, if required, for military services, organizations, and other entities. From the site of the trauma or injury, care and support are provided in a continuum through a number of stages to a facility in the Continental United States (CONUS). Ten functional medical treatment areas are included: Operational Stress Relief, Medical Laboratory Support, Area Assistance, Medical Evacuation, Medical Dispatch, Hospitalization, Preventive Medicine, Medical Service Logistics, Dentistry, Service Veterinary Services, and Medical Service Logistics. Along with the geographic distribution of support responsibilities are support medical services (Keller et al., 2013).

2.2.2 Operational Logistical Challenges

Military logistics are expensive, which is something a developing nation like India cannot really afford. The issues and difficulties are actually the same everywhere; just the scope varies. Even advanced and industrialized nations like the USA, UK, France, and Canada, among others, have the resource shortage as their top issue (Cambridge Dictionary, 2017). All militaries have made a continuing effort to reduce spending. So, the task is to find a way to acquire "More for Less" in order to mitigate the effects of scarce resources. The essential requirement for effective material support for the military in our context is cost-effectiveness.

The Department of Defense (DOD) must continue to have access to enough commercial transportation capacity and make use of emerging technologies, particularly automation, in a world with declining military force structures and rising commitments. The DOD has long been aware of this need and has partnered with civilian carriers to provide multiple routes of transportation. But the lack of extra civilian capacity makes close collaboration even more necessary (Paparone & Topic, 2014). The military requires immediate access to commercial and research resources, which is maybe more crucial. The objective is to make better use of the current transportation system. Technology is evolving as a force multiplier, to use a military word, and has the potential to improve the lift asset capabilities at the disposal of the military.

The progress in technology is of great importance in safeguarding small countries, but the most vital aspect is to prepare the military and society for absolute resistance, with the ultimate aim of preventing the enemy from achieving victory (Knight, 2012).

Small nations must adjust by enhancing their military strength and adapting to defend in areas where they have less technological superiority and more unpredictability, as they cannot compete with more technologically advanced nations in terms of the quality and quantity of weapons. Smaller countries must also adopt a more creative approach to defense by using non-traditional weapons, highlighting the capacity to fight without explicit command and control, investing in the soft skills of officers and soldiers, and sustaining mutually beneficial relationships with allies who possess more advanced technological capabilities (Major & Strickmant, 2011).

The process of developing a reliable "on-call" fast reaction force involves many different considerations and issues. Among these are the best ways to deliver efficient command and control, gather and analyze intelligence, and provide sufficient, economical logistics support. There are also significant strategic, financial, political, and military repercussions for the United States (North Atlantic Treaty Organization, 2011). A RRF has been rejected by the Clinton Administration because it would limit the flexibility of American strategic planning and could make it more difficult for the country to respond to other crises. The cost of sustaining an RRF, which could be expensive, could be placed on the United States. However, this must be balanced against the potential savings from having a force available before a war worsens.

Because of the absence of a sea bridge and the inadequate rail and road network, air travel is the only feasible mode of transportation for deploying a reserve force. However, this option is severely limited. For instance, AMISON needs to transport about 5,200 soldiers, 350 automobiles, and numerous tons of supplies, including food, ammunition, and other equipment. The process of moving such a large number of

resources is a logistical challenge for the poorly equipped countries in East Africa. Bor (2020) reports that AMISOM forces lack the necessary logistical capabilities to put an end to the terrorist activities carried out by the Al-Shabaab militia.

They also pointed out the mission was at risk as personnel did not have helicopters or ships to travel to Somalia. According to Kostiuchenko & Solomon (2020), AMISOM is both numerically and technically understaffed. At AMISOM, employee appointments are made on the basis of actual and professional experience in related fields with respect to national geographic, political or equitable representation. According to ICDS Brief (2022) few trained and capable civilian and police forces are available for deployment when needed, thus endangering multidimensionality. Despite the existence of the AU Aide Memoir, which provides decision-making procedures for all mission staff acts, AMISOM has yet to adopt and follow the majority of these standards. They also talk about how important civilian training is for peacekeeping missions, as much training has been centered on military tasks.

2.2.3 Effectiveness of Logistics in Military

The ability to attain favorable military outcomes independently is what military efficacy represents. This includes achievements made in minor battles at the tactical level, as well as those in wars or extended politico-military conflicts at the strategic or grand strategic levels. Another interpretation of efficacy associates it with skills such as resource optimization, or traits such as adaptability and promptness (Major & Stickman, 2011). In this investigation, we define effectiveness as the preparedness of a logistics support unit to furnish logistics promptly and in the appropriate location. Logistics decision-makers' key concerns with military supply chains are their efficacy

and efficiency. Yet, because to limitations on storage, traffic, labor, transportation, and other factors, the links between supply units and battalions can be exceedingly unreliable and complicated. In the meanwhile, under ambiguous circumstances, military supply chain networks frequently experience breakdowns (Bor, 2020). As a result, a commander must objectively assess the efficacy of the complete military logistical support network before making informed judgments based on the previously mentioned considerations.

As per Bor's (2020) findings, joint missions provide army officers with the necessary expertise and knowledge to effectively plan and execute joint operations. This includes learning how to utilize the joint planning process, integrate Army-specific capabilities into joint operations, and understand the cultures and capabilities of other services. However, once the joint duties are completed, experienced and qualified officer's return to an Army unit, resulting in a gap in joint-billets that can only be filled by a non-joint officer. While the Army benefits from having a joint-qualified officer back in its ranks, the joint community must wait for a new officer to gain the necessary expertise to perform their tasks to the highest standard.

The study at hand focuses on how the changeover of contingents has impacted the flow of logistics. It is noteworthy that most literature on logistics in warfare assumes the meaning of logistics as support or supply without placing it within a theoretical framework. For historical or strategic authors, logistics is a matter of factual concern in relation to tactics or strategy (Rahman et al., 2019). As the core of military operations, this study aims to uncover the logistical implications on interventions.

According to the ICDS Brief (2022), effective Peace Support Operations require adequate logistics and equipment provision, including crucial assets like helicopters, ground defense systems, and artillery. However, African armed forces are known for

their deficient logistics abilities. Consequently, when deploying troops for peacekeeping missions, most African countries have to depend on external entities such as the African Union and the United Nations to provide logistical assistance (Wissler, 2018). AMISOM is unable to logistically support a PSO because to a lack of suitable finances and a reliance on external assistance.

Some stakeholder of peace operations in Somalia were worried that the Mission would break apart after Kenya entered Somalia on October 16, 2011, and later rallied diplomatic recognition to join AMISOM. The AU and AMISOM, however, appear to have successfully modified their control and command structures. To ensure force cohesiveness, it established a Combat Operations Coordinating Committee (MOCC), among other things. In order to accommodate the revised mission architecture, the Somalia government and international partners, particularly the UN and EU, also modified their support plans. The AU, AMISOM, and its partners were able to create the co - ordination required to handle the influx of fresh platoon and police contributors thanks to this flexibility, which also permitted for overall objective coherence as operational and tactical goals were pursued in the different sectors by various contingents (AMISON, 2019).

The AMISOM experience has highlighted the value of including troop-contributing countries in the mission's strategic planning as well as the importance of having their strong political backing. Senior diplomatic and military officials, including the Chiefs of Defence Forces, have been included in the Military Operations Coordination Committee (MOCC) process, which has substantially facilitated national-level ownership and decision-making in support of mission request (Bor, 2020).The degree

to which this led to political commitment and the provision of technical support for the operation shows that it has been quite effective in the instance of AMISOM. Few other multinational organizations include their Troop and Police contributing countries in a similar manner.

Despite the obvious advantages, it is evident that the Kenya Defence Forces is not adopting the practice of logistics as quickly as the global trend requires. The logistics implications of a military operation in the case of Kenyan Defense Force contingents in Somalia from 2012 to 2022 have not been specifically studied either. By assessing the efficiency of the operational logistics tactics employed by the Kenya Defence Forces contingents engagement in Somalia from 2012 to 2022, this study aims to close the information gap.

2.2.4 Contributions of Logistical Support Readiness

Support for logistics is akin to production and has a close association with the industrial domain. Stickman (2011) has stated that the industrial sector relies on planning, organization, and design, as well as the procurement of equipment, which are the primary activities used in that sector (Stickman, 2011). All of these responsibilities necessitate standardization, which facilitates the faster, superior, and error-free movement of goods across the globe.

Furthermore, it deals with reliability and maintainability analysis, interoperability, equipment safety standards, quality assurance, procurement of replacement parts, specifications and production processes, trials and testing, codification, documentation, and configuration control (Herberman, 2010). Each country is responsible for maintaining and supplying the necessary military equipment. NATO coordinates military cooperation among all of these countries in various fields. This

proposed study examined the logistics services of military intervention in the context of the industrial sector, where efficiency is highly valued.

Transportation is a lengthy procedure that involves moving people and supplies from their point of origin to an operational area. It must set up bases and lines of communication, secure them, and provide the appropriate resources at each stage of the battle in order to carry out this job. When logisticians attempt to construct supply and distribution networks, the infrastructure of probable theaters of operation served as the foundation for the operation and serve as a test of strength for them (Tsu, 2010). A military claim broadens the operational reach and endurance to gain strategic flexibility beyond an offensive into hostile territory. Military logistics encompasses the systems and processes involved in the production, transportation, and redeployment of equipment and personnel. A nation's military might is determined by its ability to carry out these tasks efficiently and strategically. The more flexible a country's logistics capabilities are, the more advantageous its position becomes. These capabilities are the outcome of a war level that can transform tactical actions into strategic ones (Sreenivas & Srinivas, 2013).

Furthermore, the implementation of logistics involves joint, interagency, intergovernmental, and international domains. The production and acquisition of military forces are the foundation of military logistics, directly impacting a nation's response and mobilization abilities, as well as its endurance in a fight. While logistics support can improve mission outcomes, it can also have adverse effects (Tsu, 2010). Therefore, every logistical process must be prepared for all eventualities, especially in the event of an unforeseen conflict.

Herberman's (2010) study evaluated the essential elements for effective military intervention and humanitarian operations in nascent conflicts, particularly in failed or weak political states where civil war has erupted. The study found that logistic efficiency provided NATO with a numerical advantage, enabling it to deploy expeditionary forces swiftly to any location, sustain operations over long distances and periods, and achieve its objectives. To ensure that NATO nations have deployable and sustainable forces capable of responding to future threats, the organization regularly reviews challenges and adapts to new strategies.

Herberman (2010) also highlights that the NATO logistics policy and posture are significantly influenced by the shift towards more expeditionary operations. The deployment of forces over greater distances and along limited lines of communication emphasizes the need for deployable logistic capabilities to support territorially-based defense. The ambiguous nature of operational locations and force compositions hampers logistics readiness. Sustainability challenges arise during operations of any length, particularly related to the logistics force elements required to maintain and supply combat forces (Tsu, 2010).

Admiral Henry (2013) of the US Marine Corps, in his groundbreaking research on the connection between logistics and national defense, points out that logistics acts as the connection between military operations and a country's economic resources and systems utilized to produce soldiers and equipment. The general advises that countries align their strategic military plans with their national objectives and ensure that their economies support their armed forces by ensuring they are adequately staffed, trained, and equipped. He emphasizes that the level of logistic support provided to the military

directly affects how long a nation can stay in a fight.

Kennedy (2013) of the US Army, in a study aimed at refining existing logistics in the US, notes that logistic planners must prioritize the five logistics principles, particularly foresight, which involves anticipating and avoiding significant logistical obstacles that limit the commanders' latitude for action. Cooperation involves splitting up duties to reduce the logistical footprint, while flexibility proactively finds the best logistical solution so that the resources can meet unforeseen demand. A fundamental strategy is necessary to manage the vast and complex scope of logistics, and economy refers to getting more done with the same resources or paying the same amount for less.

Keller et al. (2013) examined the influence of the operational environment on military logistic support. The study found that land operations in arid regions with poor infrastructure imposed a burden on the systems, procedures, and resources essential to military logistics and increased conflict along the lines of communication between the combatants. They advise commanders to consider their supply routes and take advantage of their adversaries' weaknesses. To enable unified deployment and sustainment without regard to geography, logistics should also be acknowledged as a powerful force multiplier (Keller et al., 2013). In this study, we analyze how AMISOM managed the supply of various contingents deployed in different sectors in Somalia.

Based on the investigations conducted by the British House of Commons in 2013 regarding the failure of British troops in Iraq, it was found that deficient areas in logistic support included inadequate supply chain planning such as lack of deployment

inventory planning, absence of infrastructure or capacity planning beyond the coupling bridge, absence of end-to-end capacity balancing or activity synchronization, and absence of performance measurement that would enable the identification of performance inhibitors. The MOD was given the green light by the Committee to enhance Supply Chain Performance for Operations by reassessing the structure, workflow, personnel, and resources.

Sreenivas and Srinivas (2013) conducted a study on the role of transportation in the logistic chain and discovered that the effectiveness of delivering goods from producers to consumers depends on how well the transportation system is run. They concluded that a review of the current transportation system requires a defined logistics framework, appropriate network of road infrastructure and the various methods used to connect to existing markets. The public and private sectors must work together in an integrated manner to improve transportation infrastructure in logistics management.

The Kenya Army Ordinance Corps (KAOC) is responsible for obtaining and distributing munitions stockpiles and content, supplying the Kenya Defence Forces with food and rations, fuel and lubricants, and ammunition. The Kenya Army Corps of Transport provides second and third line transportation support during operations and training, while the Kenya Army Electrical and Mechanical Engineers (KAEME) ensures the functional fitness of electrical and mechanical equipment. The medical battalion provides medical aid, while the Military Police Corps handles provost duties such as arresting prisoners of war and burial victims. The Kenya Army's Corps of Signal manages all these tasks efficiently through effective communication. However,

the Kenya Defence Forces is not keeping up with global trends in logistics practices.

2.3 Summary of the Literature and Research gaps

The primary objective of the research was to evaluate the factors that affect the provision of logistical support for military operations, as outlined in the AMISON case study. The influence of logistics aid on military operations has been subjected to examination by both scholars and practitioners. As per the study's results, logistics aid in the form of distance, distinction, duration, and demand all proved advantageous to KDF's military operations. The findings validate the conclusions of other studies (such as Major Herberman, 2010) that emphasize the need for NATO to deploy expeditionary forces that can swiftly move to any location, sustain operations over prolonged periods and distances, and achieve their objectives.

2.4 Theoretical Review

The study was guided by the following theories liberalism theory and Logistic theory.

2.4.1 Liberalism Theory

Key proponents of liberal international relations theory include scholars such as Immanuel Kant, John Stuart Mill, Woodrow Wilson, and E. H. Carr. Contemporary proponents include Joseph Nye, Robert Keohane, and Andrew Moravcsik. Strong assumptions of the theory include the belief in the importance of individual autonomy, open markets, civil rights, democratic governance, and the separation of church and state. It assumes that states' behavior in international politics is influenced by their relationships with domestic and global social contexts and that state-society relationships shape their fundamental social objectives or "national preferences." Liberalism is founded on the principles of individual autonomy

and parity. A progressive individual is inclined towards ideas such as unrestricted expression, open commercial markets, the separation of church and state, civil rights, and democratic governance. This ideology can elucidate how non-governmental entities can perform military endeavors more efficiently than the state in domains such as catering, storage management, and the acquisition of tangible goods and machinery.

Regarding the relevance of this theory to logistic support, the passage suggests that liberal ideology can explain how non-governmental entities can efficiently handle military endeavors related to catering, storage management, and the acquisition of tangible goods and machinery. It implies that liberal principles of open markets and efficiency can be applied to logistics in a non-governmental context.

The criticism or inadequacy of this theory, which may warrant the need for a second theory on logistics, is not explicitly mentioned in the passage. However, based on the context, some potential criticisms of the liberal international relations theory could be related to its focus on state-society relationships and its limited consideration of other factors that might influence state behavior in international politics. Critics may argue that liberal theory neglects the role of power dynamics, national capabilities, or cultural factors in shaping state strategies. A second theory on logistics might address these concerns and offer a more comprehensive understanding of the role of logistics in international relations.

2.4.2 Logistic Theory

Under the guidance of Adolph Quetelet, Pierre François Verhulst created the logistic

model between 1838 and 1847. He then modified the exponential growth model to utilize it as a model of population increase. In the field of military operations, logistic theory deals with highly unpredictable circumstances. Even though it is difficult to make accurate predictions, forecast models can help minimize uncertainty regarding the required supplies or services, their location and timing, and the best approach for their provision. Ultimately, decision-makers must evaluate these factors, utilizing intuition and scientifically analyzing options based on the situation's requirements and possibilities. Their decisions must be informed not only by their professional knowledge of logistics but also by their comprehension of the interplay between related military considerations, such as strategy, tactics, intelligence, training, personnel, and finance.

By representing the work material entering the workstation, an input curve, and the throughput cumulatively over time, an output curve, it is possible to elucidate the system's behavior concerning work-in-process logistic parameters, output rate, and range for specific time points. This presentation of information allows for the immediate and statistical calculation of impacts if actual conditions vary, such as the workstation's determining variables or input parameters like capacity levels or lot sizes. Military groups have deliberately used cooperative ties to foster competitiveness. This study employs the resource dependence theory perspective to investigate how trust, satisfaction, and commitment influence organizations' decisions regarding logistics integration. It also examines the correlation between supply chain efficiency and logistics integration.

Developing logistic operating curves required determining the cause-effect

correlations between determining factors and goal variables while accounting for all production- related determining factors. The initial deductive modeling stage derived the ideal logistic operating curves, outlining the fundamental cause-and-effect linkages and theoretical limiting values of logistic key performance indicators.

2.5 Conceptual Framework

The analysis utilized a conceptual framework to illustrate the correlation between the factors identified in the research. The research has three autonomous factors: logistical operations, support, operational hurdles, and the impact of logistical support. The outcome variable is the efficiency of military interventions, and the mediating variables in this research comprised of civil society organizations such as the African Union (AU), European Union (EU), and United Nations (UN), as modelled in figure 2.1.

In the model the independent variable is first represented by the Operation logistic support Services. These are conceptualized to include; movement of personnel, procurement or and building of infrastructure, maintenance of operational infrastructure, procurement or and provision of services and provision of medical and healthcare services. The Operational challenge which is representing the second objective was analyzed in the form of the overall cost of logistics, transport challenges, poor technological infrastructure, and ineffective rapid reaction and AS threats. The effective military interventions which are the dependent variable were measured by ability to ensure influx of new troops, ability to ensure technical support for the mission and the reduction of terror attacks among others. The model depicts the intervening variable as state and non-state actors like Civil Society Organizations, AU, EU and the UN.

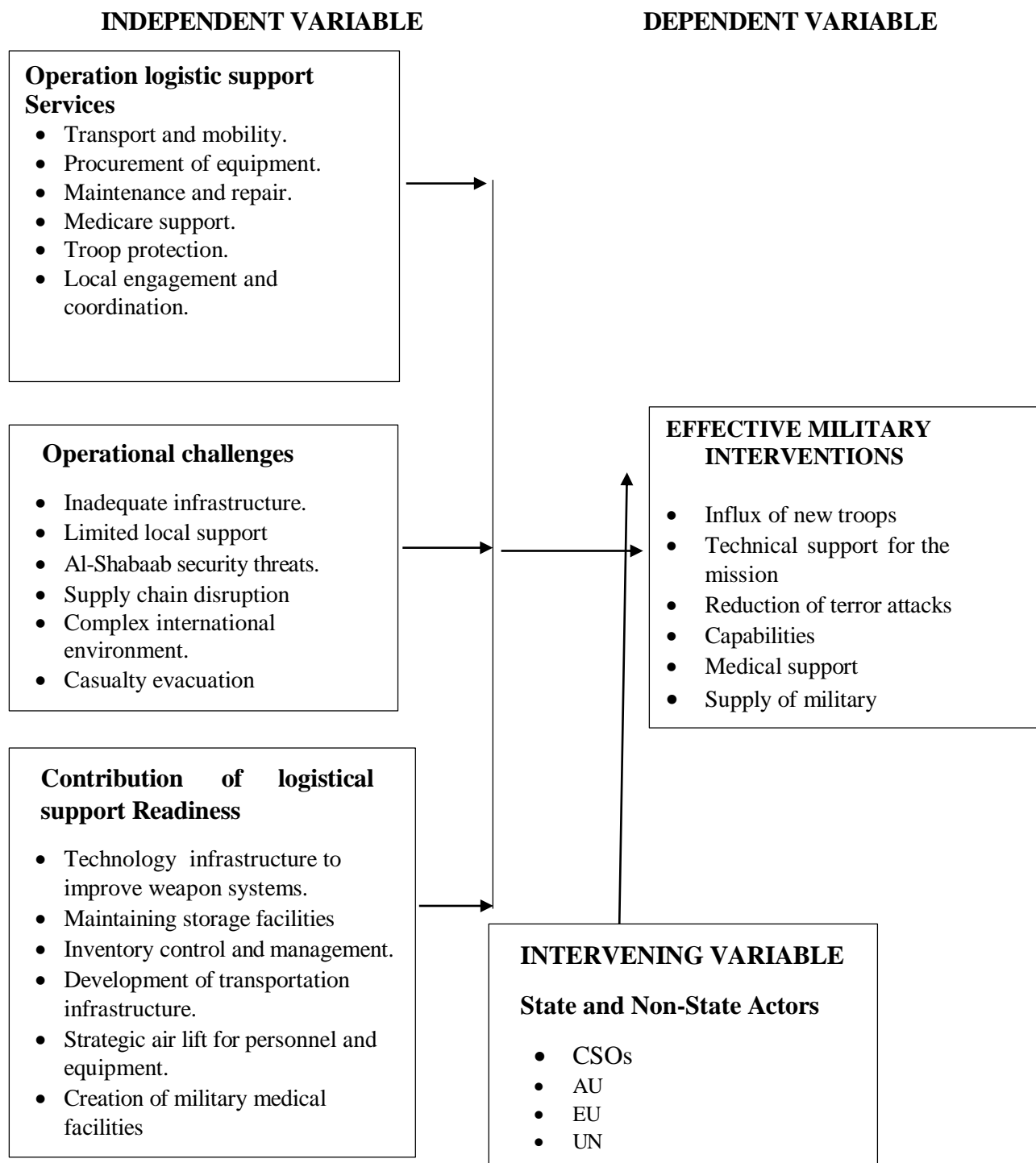


Figure 2.1 Conceptual Framework

Source: (Researcher, 2023)

CHAPTER THREE

METHODOLOGY

3.1 Introduction

In this section, the researcher explored the pragmatic methods and techniques that were employed to conduct the research. It elucidated the research plan that was implemented and justify the rationale behind its selection. The study's intended audience was outlined. Furthermore, the segment delved into the selection of the sample group, the sampling techniques employed, the tools utilized for data collection, their application in the study, the techniques used for data analysis, and the ethical considerations related to the study.

3.2 Research Design

The investigation utilized a descriptive survey blueprint. This methodology was employed as it is more effective and enables the examiner to obtain pertinent details to tackle the study's issues. Descriptive exploration simplifies the inquiry, reporting, and depiction of the present state as well as the outlook, principles, and facets of a phenomenon (Mugenda & Mugenda, 1999). As per Orodho (2003), a descriptive survey employs questionnaires or interviews to collect data from a representative group before stating. By employing a case study of the Kenyan Defense Forces, the investigator comprehended the logistical services and their consequences.

3.3 Study Area

The investigation aims to measure this research area by utilizing the KDF and AMISOM groups in Somalia. Nevertheless, due to security obstacles, the examination

was conducted at the Kahawa Barracks in Nairobi, Kenya, and the Logistics Department, with minimal travel to AMISOM bases located within Somalia. Nonetheless, this research concentrated on providing logistics assistance to troops stationed in Somalia. The secretariat, which includes the AMISON planning components and the Department of Peace Support Operations, is situated in Kenya since it serves as the headquarters and logistics hub for AMISON. The research area was chosen because it offers valuable insights and feedback to the organization.

3.4 Target Population

As per Mugenda (2008), the target group denotes the complete collection of comparable commodities or entities that a researcher identifies while conducting their study. In this particular investigation, the target group comprised of all the KDF soldiers stationed at Kahawa Barracks, Kenya, who were dispatched for the AMISOM peacekeeping mission throughout the data collection timeframe. Thus, the overall population under consideration was 1030, encompassing employees from the military component, civil police component, and civilian component. Furthermore, the research encompassed individuals holding crucial authoritative positions and possessing significant strategic and operational expertise concerning logistics outsourcing at the Kenya Defence Force and Ministry of Defense.

3.5 Sample Size and Sampling Technique

The process by which a researcher selects the persons, places, or things to be investigated is referred to as sampling (Kombo & Tromp, 2006). To obtain respondents for the study, a combination of random purposive sampling and snowball sampling was utilized. Following the recommended guideline of 10% by Mugenda and Mugenda (2003), a total of 103 individuals was sampled. This comprised of 62

employees from the military component, 15 from the Civil Police component, and 26 from the civilian component, as shown in table 3.1 below. To ensure the validity of the data collected and to gain access to respondents, random purposive sampling was considered appropriate given the limited sample size. Snowball sampling also prove useful in obtaining data from relevant groups and gaining access to military camps and senior military officers.

Table 3.1: Target and sample population

Category	Target population (N)	Sample size(n)
Military component employees	620	62
Civil Police component staff	150	15
civilian component staff	260	26
Total	1030	103

3.6 Data Collection Instruments

3.6.1 Questionnaire

For this project, both quantitative and qualitative data was collected. The primary data collection tool was a survey questionnaire, which was used to gather information from lower and mid-level employees of the Civilian, Military, and Police components of the Kenyan contingents serving in AMISOM. The survey included questions related to the study's objectives, and comprised both closed-ended and open-ended questions. The questionnaire was divided into three sections, each corresponding to the study objectives, which include logistic support services, operational challenges on logistics, and the effectiveness of logistic supply strategies and measures. Structured and unstructured items included in the questionnaire, as they are easier to analyze and provide greater depth of response. Additionally, the Likert scale was employed to measure the effectiveness of logistic support. According to Mugenda & Mugenda

(2003), this scale is useful in assessing perception, values, and behavior, and helps to reduce subjectivity, allowing for quantitative analysis.

3.6.2 Key Informant Interviews

This technique was employed to collect high-quality information from prominent sources via comprehensive discussions with individuals who hold significant positions of power and have extensive strategic and operational expertise in relation to the outsourcing of logistics at the Kenya Defense Force and Ministry of Defense. This approach was advantageous as it allowed the researcher to explore the realities of AMISON logistics and mission preparedness. To conduct these interviews, an interview manual was developed, which comprised of questions aimed at obtaining further understanding on the four objectives of this proposed investigation. Once the manual is finalized, the researcher created an interview schedule for all participants to be interviewed and the corresponding dates.

3.7 Pilot Test

A pilot study is a preliminary test that is conducted before the complete investigation commences. This venture was carried out at the International Peace Training Centre and lasted for two weeks. These instructions were deemed to provide the same conditions as AMISON and therefore ideal to evaluate the accuracy and dependability of the research instruments. The individuals selected for the preliminary investigation did not be part of the primary study sample since they originated from a different location in Nairobi. The data obtained during the preliminary investigation was utilized to adjust the data collection tool if necessary. Moreover, it was an aid in determining the direction towards which the results are inclined.

3.8 Validity and Reliability

The challenge of measuring phenomena in social sciences is distinctive as it necessitates quantifying vague, ambiguous, and imperceptible variables. This makes it necessary to frequently infer the importance of numerical values. Behavioral science concepts are mostly relevant within the context of the theory they stem from, and therefore, the research instruments utilized must have the ability to measure these concepts precisely, meaningfully, and efficiently.

3.8.1 Validity of the Research Instruments

The accuracy of a measuring tool in reflecting what it claims to measure is known as its validity (Mugenda & Mugenda, 2003). These measures how dependable and trustworthy the conclusions drawn from research findings are. The authenticity and appearance of research tools was validated. The researcher consulted with professionals to assess the credibility of the tool. The pilot study's survey was scrutinized, and any errors, incorrect responses, or inconsistencies with the tool were identified. Following that, the survey was revised and tested on individuals who were included in the final sample. The participants discussed the instructions, clarity, and relevance of the statements and provide input.

3.8.2 Reliability of the Research Instruments

Consistency refers to the extent to which results obtained from a particular research method remain constant. Dependability, as defined by Mugenda & Mugenda (2008), is the degree to which a research tool produces consistent results after multiple attempts over time. To evaluate the dependability of the research tool in question, the split-half method was employed. Each half of the test contained odd and even items, which divided into two sets. The two sets were then be separated into two

groups, and the correlation coefficient between the two sets of scores were calculated to determine the test's internal consistency and the degree to which the two sets of results match. To evaluate the validity of the data collected, the study employed Spearman's correlation coefficient. This coefficient is calculated by correlating the scores of the odd and even items. The study's $r=0.75$ indicates that the research tool is highly dependable and suitable for the investigation.

3.9 Data Analysis and Presentation

The study gathered both qualitative and quantitative information by means of closed-end and open-end questionnaires. The quantitative data was analyzed using descriptive statistics, while the qualitative data was examined using a descriptive study. The data was assigned scores for content analysis by computing percentages, means, and frequencies. To conduct this study, IBM SPSS Version 23 (Statistical Package for Social Sciences) was utilized. SPSS is a suitable tool for this study as it provides a clear path to follow and a range of quantitative data analysis techniques that can enhance data validity and reliability while also aiding in identifying correlations between variables. Additionally, SPSS can generate frequency distribution tables for descriptive statistics. For inferential statistics, multiple regressions were employed.

3.10 Ethical Considerations

It is important to consider ethical issues during research. The interest of the respondent should be protected at all times. The authority to carry out research was acquired from the National Commission for Science, Technology and Innovation (NACOSTI). The investigator sought permission from KDF before commencing data collection. The investigator also notified the subjects that any information obtained was

confidential and solely used for research purposes. The option to abstain from participation was available. The identities of all study participants remained confidential.

CHAPTER FOUR

DATA PRESENTATION, ANALYSIS AND DISCUSSION

4.1 Introduction

This chapter presents, analyses and discusses data on implication of logistics support of the KDF contingent in Somalia on outcomes AMISOM for the period running from 2012 to 2022. This is done through a systematic examination of the research findings. This chapter endeavors to provide a comprehensive data presentation and analysis of the participants' perceptions and attitudes towards logistics support. By understanding the logistics strategies, challenges faced and new strategies adopted in supporting military interventions. This study shed light on the crucial role that logistics plays within the context of the Kenya Defence Forces involvement in the Somalia military intervention, and how it impacts decision-making and operational effectiveness. Policymakers and military planners can utilize these findings to enhance the effectiveness of future military interventions by addressing challenges and building on effective strategies to improve logistical readiness and performance.

4.2 Demographic Information of the Respondent

Before the actual data analysis, this study was interested in analysis the demographic characteristics of the informants and respondents in order to understand how they may have influenced the outcomes of this study on logistics implication on military intervention using the case the Kenya Defence Forces Contingents in Somalia between 2012 and 2022. With a sample size of (N=103), a total of 103 individuals participated as informants and respondents in this study. The following simple descriptive statistics in terms of tables, and charts the percentages shall be used depict

data based on gender, age range, highest education, and military experience.

4.2.1 Gender

The analysis indicates a near-balanced gender representation, with 48.5% of participants being male and 51.5% were females. The distribution was shown in Figure 4.1.

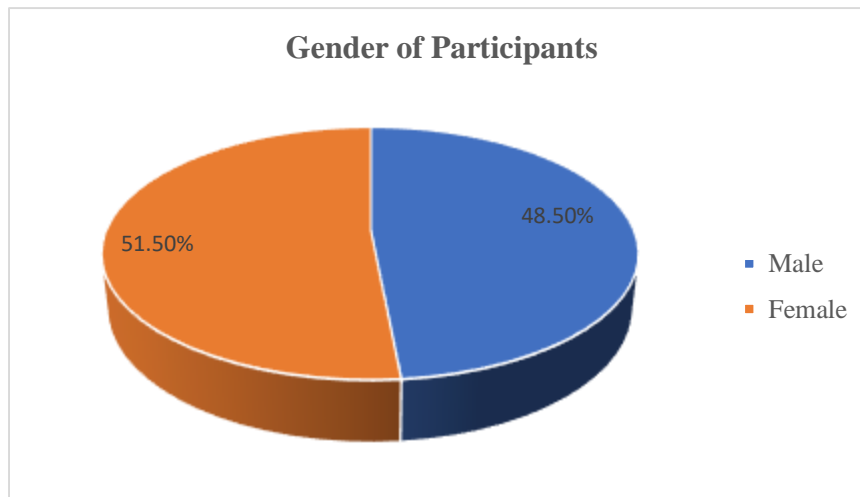


Figure 4.1: Gender

Source: Researcher, 2023

The findings of this study reveal that there was proportionate number of males and female in the sample. Whereas the number of women integrated in KDF is still low (Kitondo & Ichani, 2023), the number of women seconded in combat support units and regiments is high. This accounts for the 48.5% of the total sample. Gender consideration of deployed troops may result in different roles, needs and limitations for logistics (NATO 2009, A-1). Men and women require different logistics in terms of quartering and ration. According to Strand (2023), military uniforms have traditional been fitted using standard male body and inclusion of women in military operation will require fitting of uniform with this consideration. If not Servicewomen will not considered. For successful outcomes of military operation, it is significant to advance require of Servicewomen.

4.2.2 Age

The majority of participants fell within the 20-29 years age range, accounting for 33.0%, while other age groups yielded relatively similar percentages in the range of 20 to 24 percent. In the research opinion, determining the best-suited age category for the operation is a complex matter that depends on the specific roles and requirements of the mission. The age distribution of the participants, with the majority falling within the 20-29 years age range (33.0%), suggests that this group was the most prevalent in the operation. However, the effectiveness of an age group is not solely defined by their age but by the diversity of skills and experiences they bring. Younger individuals (20-29 years) may excel in physically demanding tasks and rapid response scenarios, while older personnel (50 and above) may bring extensive experience and a calm demeanor to operations. The success of the operation likely depended on effective collaboration and synergy among personnel from various age groups, rather than singling out one age category as the best-suited. Additionally, the study noted that the age of equipment is critical in operations, as older equipment may be prone to malfunctioning, which could impact the mission's success (Peltz et al., 2004).

Table 4.1: Age of the Participants

Age Range	Sample Size (N=103)	Percentage
20-29 years	34 (√)	33.0%
30 to 39 years	25 (√)	24.3%
40 to 49 years	22 (√)	21.4%
50 and above	22 (√)	21.4%
Total	103	100%

Source: Researcher, 2023

This study observed that whereas age is not crucial factor in determine military logistics, age is crucial when it comes to military recruitment, training and command. Further, age of equipment is critical in operations. According Peltz *et. al* (2004) aged equipment may fail to function leading to ‘dead lining events’. There have been instances where KDF equipment experienced operational issues, potentially impacting the effectiveness of troops and mission outcomes. These incidents underscore the importance of maintaining reliable equipment. The decision to switch from the aged G3 rifles to the Negev likely stemmed from a combination of factors, including concerns about the aging G3 rifles' reliability, the need for modernization, and evolving operational requirements. The Negev machine gun was likely chosen for its improved capabilities, compatibility with existing ammunition supplies, and potential cost savings in maintenance and repair. This transition aimed to ensure KDF troops are equipped with dependable and effective weaponry for their missions, reducing the risk of equipment-related setbacks.

4.2.3 Level of Education

In light of the study's findings, there were 43.7% of participants who had a Bachelor's degree, 24.3% had a Master's degree, 19.4% had a high school education, and 12.6% held other qualifications such as primary education and trade courses, Education likely played a significant role in the success of the operation. Those with higher educational qualifications, such as Bachelor's and Master's degrees, might had advantages in analytical thinking, decision-making, and leadership roles. However, the operation's success likely depended on a combination of factors, including education, experience, and specialized training, with different participants excelling in various aspects based on their qualifications and roles within the mission.

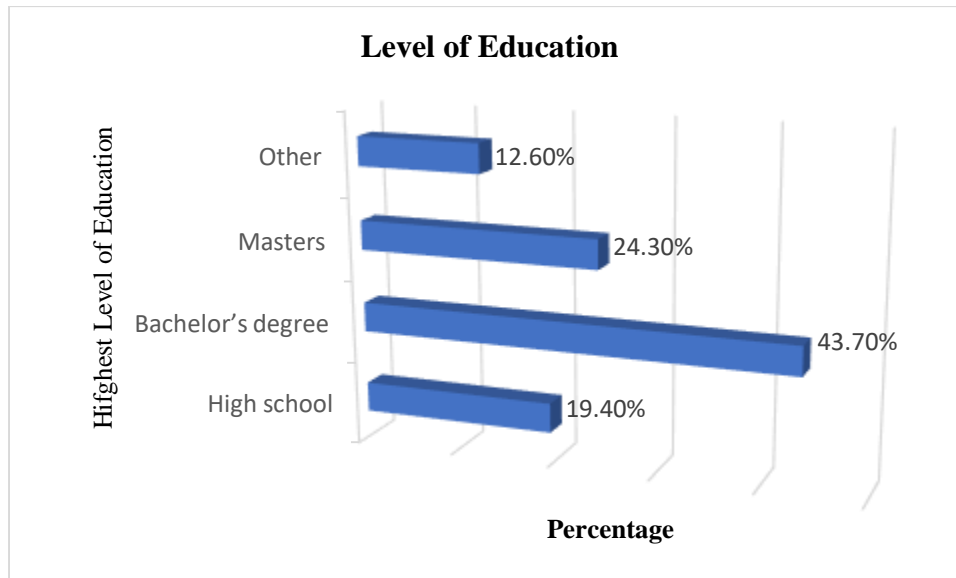


Figure 4.2: Level of Education

Source: Researcher, 2023

4.2.4 Military Experience

Table 4.2: Military Experience

Military Experience	Sample Size (N=103)	Percentage
0-2 years	30 (√)	29.1%
3-5 years	35 (√)	34.0%
6-8 years	18 (√)	17.5%
10 years and above	20 (√)	19.4%
Total	103	100%

Military experience was likely to be a crucial factor for the success of the operation. Participants with various levels of military experience, including 0-2 years, 3-5 years, 6-8 years, and 10 years and above, contributed diverse skill sets and knowledge to the mission. Experienced officers likely excelled in roles that required knowledge of military tactics, leadership, and decision-making under pressure, which are essential aspects of successful military operations. Inexperienced officers, on the other hand,

might have performed well in roles that relied on adaptability and other skills. The degree of improvement brought by military experience would have varied based on the context and nature of the operation.

The optimal level of military experience needed for the operation depended on the specific requirements of the mission. Some tasks required a minimum amount of military experience, while others could be more flexible. The presence of individuals with varying levels of experience likely contributed to a well-rounded and adaptable team capable of addressing a wide range of challenges. Military experience was valuable in assessing and making critical judgments related to tactical decisions, leadership, and situational awareness. This experience likely played a significant role in the mission's overall success, as it enabled participants to navigate complex military scenarios more effectively.

4.3 Types of Logistic Operations Undertaken by the Kenya Defence Forces

Operational logistics support plays a crucial role in the success of military interventions. The first objective of this study sought to analyze the forms of operational logistics support services of the Kenya Defense Forces contingents in the Somalia military intervention between 2012 and 2022. This study observed that there are different types of logistics and varying strategies for enhancing logistic support in operations. These strategies were aimed at ensuring the effective provision of logistical support to the troops deployed in the mission area.

Table 4.3 presents the array of some key strategies using in military logistics such as transport and mobility, effective signal communication, maintenance and repair of equipment, medical support and casualty evacuation, force protection and provision

of logistics for local engagement and cooperation. The table also captures the participants' responses regarding these outlined logistic operations for the KDF during their military intervention in Somalia from 2012 to 2022. The views were captured using the five point Likert scale ranging from 1 (Strongly Disagree) to 5 (Strongly Agree). The views were as analyzed in the subsequent sub-sections.

Table 4.3: Logistic Operations

Logistic Operations	1 (Strongly Disagree)	2 (Disagree)	3 (Neutral)	4 (Agree)	5 (Strongly Agree)	Total	Percentage (%)
Transport mobility: We normally provide transport of personnel from one location to another	8 (7.8%)	15 (14.6%)	20 (19.4%)	30 (29.1%)	30 (29.1%)	103	100%
Effective communication: the signal battalion ensures effective communication between troops and the headquarters	10 (9.7%)	20 (19.4%)	25 (24.3%)	25(24.3%)	23(22.3%)	103	100%
Maintenance and repair: We ensure maintenance, of facilities is done at the right	10 (9.7%)	20 (19.4%)	25 (24.3%)	25(24.3%)	23(22.3%)	103	100%
Local Engagement and cooperation: The troops were supplied with logistics for eliciting local support and cooperation.	15 (14.6%)	20 (19.4%)	25(24.3%)	20(19.4%)	23 (22.3%)	103	100%
Medical support: The medical battalion ensures medical and health Service support as well as casualty evacuation.	18 (17.5%)	20 (19.4%)	15 (14.6%)	25 (24.3%)	25 (24.3%)	103	100%
Force protection: The procurement and supply ensure ready provision of arms and equipment for force protection	15 (14.6%)	20 (19.4%)	25(24.3%)	20(19.4%)	23 (22.3%)	103	100%
Total	51 (49.5%)	75(72.8%)	85(82.5%)	100 (97.1%)	101 (98.1%)	103	100%

Source: Researcher, 2023

4.3.1 Transport and Mobility

Transport in military circles refers to the movement of troops, ration, and equipment from one place to another, encompassing various modes such as land, air, sea, and oceans. It involves coordinating a range of transportation assets, including low carrier tracks, lorries, buses, and armored vehicles (CFE-DM, 2016). For the Kenya Defence Forces (KDF), the majority of military logistics are transported primarily by road, with occasional use of air and water transport methods. Therefore, the effectiveness of transport and mobility heavily relied on the condition and infrastructure of the road network (Ohndyl & Shale, 2014). Maintaining these roads and infrastructure within the mission area was crucial to ensuring the smooth supply of logistics, as repairing damaged roads and infrastructure enables safe and efficient transportation of troops, equipment, and supplies, ultimately enhancing the operational effectiveness of peacekeeping missions (Ohndyl & Shale, 2014).

Efficient transport and mobility capabilities are vital for rapid response, reinforcement, and resupply in peacekeeping missions (CFE-DM, 2016; Ohndyl & Shale, 2014). Coordinating logistics movements and ensuring the timely delivery of critical supplies to the troops on the ground contribute to operational readiness and enable effective responses to evolving situations (CFE-DM, 2016; Ohndyl & Shale, 2014). The ability to supply equipment within the mission area plays a key role in supporting operational requirements (CFE-DM, 2016).

This study sought the views of the participants on whether the KDF's transport battalion offered the necessary transport and mobility in a timely manner. A significant majority of respondents, 29.1% and 29.1%, agreed or strongly agreed, respectively, that the transport was sufficient and timely. Less than 21% of the

participants disagreed, while 19.4% remained neutral. It can be inferred that, on average, the transport and mobility strategies were considered good. The 19.4% who remained neutral might have had concerns about commenting on security matters. This positive response reflects the success of the logistics team in managing personnel transportation and highlights the importance of effective transport and mobility in military operations. The studies conducted by CFE-DM (2016), Ohndyl & Shale (2014), and other researchers provide valuable insights into the challenges and best practices related to transport and mobility in military logistics that served as lessons. These findings emphasize the significance of maintaining an efficient fleet of vehicles, repairing infrastructure, and coordinating logistics movements to ensure the success of peacekeeping missions. Additionally, the ability to supply equipment within the mission area and ensure timely transport plays a critical role in supporting operational requirements. The collective research from various sources contributes to a comprehensive understanding of the importance of transportation and mobility in military operational logistics.

4.3.2 Signal Communication

Within the Kenya Defence Forces (KDF), communication is a vital aspect managed by the Signal Battalion. This study aimed to assess the effectiveness of the KDF's Signal Battalion in providing timely and efficient communication. Approximately 30% of the respondents expressed dissatisfaction, with 9.7% strongly disagreeing and 19.4% disagreeing regarding the KDF's ability to deliver effective communication. Their concerns were primarily related to issues such as communication radios failing or experiencing frequent jamming, often attributed to network challenges. Furthermore, the KDF faced difficulties countering propaganda efforts effectively. Nevertheless, a majority of respondents, consisting of 24.3% and 22.3%, agreed and

strongly agreed, respectively, that communication within the KDF was efficient. They also noted timely reporting of events and incidents in the operational area. About 24.3% of respondents remained neutral regarding the efficiency of communication strategy. This study inferred that the communication strategies were generally effective. The 19.4% who remained neutral were respondents who might have been hesitant to comment on security matters.

Several studies, such as Rider (1970) and Lafferty (1995), have delved into the historical evolution of logistics and its connection to communication. They emphasized the pivotal role of communication networks throughout military history in facilitating logistical operations. Pawelczyk (2018) discussed contemporary challenges in military logistics and stressed the significance of efficient communication systems, highlighting the need for robust communication channels to facilitate coordination and information sharing within the logistics framework. Ivan et al. (2022) focused on challenges related to communication and information management in the logistics system of the Ukrainian military, providing insights into specific considerations and obstacles. The Army Strategic Logistics Plan by the Office of the Deputy Chief of Staff for Logistics, United States Army (2000), outlined the importance of communication in enabling strategic responsiveness within logistics operations.

Thompson's master's thesis (2010) explored the role of communication and information management as key enablers for joint logistics operations, emphasizing their relevance to the tactical warfighter. The study by CFE-DM (2016) examined civil-military coordination in foreign disaster relief, offering best practices for logistics, including communication and information management. Additionally,

Ohndyl and Shale (2014) conducted a case study specifically on factors affecting logistic support within the Kenya Defence Forces, including communication and information management.

These studies collectively demonstrate the critical role of communication and information management in military logistics, especially in peace support missions. They highlight that effective communication systems enhance coordination, situational awareness, and decision-making processes, ultimately contributing to the overall success of peacekeeping missions. This study also shed light on practical challenges faced by logistics teams in establishing and maintaining effective communication systems.

4.3.3 Maintenance and Repair of Equipment

Maintenance and repair activities within operational logistics have been extensively examined, drawing insights from various sources. Rider (1970) provides a historical perspective on the evolution of logistics and its connection to maintenance and repair. The study underscores the significance of maintenance actions in sustaining operational readiness throughout military history. Lafferty's research paper (1995) explores logistics during the Gulf War, including maintenance and repair, and establishes theoretical foundations for implementing maintenance practices in military operations.

This study underscores the importance of timely repairs and proactive maintenance measures to ensure equipment reliability during military operations. Responses from the respondents, gathered using the Likert scale, indicated that approximately 30% of them disagreed with the effectiveness of KDF in maintaining and repairing damaged

equipment, with 9.7% strongly disagreeing and 19.4% disagreeing. However, a majority of respondents, comprising 24.3% and 22.3%, agreed and strongly agreed, respectively, that maintenance and repair operations were efficient. Approximately 24.3% of the respondents remained neutral regarding the efficiency of the maintenance and repair strategy.

Pawelczyk (2018) discusses contemporary challenges in military logistics support and emphasizes the importance of maintenance and repair activities. The study highlights the need for regular inspections, preventive maintenance measures, and timely repairs to ensure optimal working condition of equipment. Ivan et al. (2022) delves into the actual problems faced in creating a general logistics system in the Ukraine Defense Forces. Their research sheds light on the specific challenges and considerations related to maintenance and repair within the logistics system of the Ukrainian military. The Army Strategic Logistics Plan by the Office of the Deputy Chief of Staff for Logistics, United States Army (2000) outlines the strategic approach to logistics and emphasizes the significance of maintenance and repair in enabling strategic responsiveness. This plan underscores the need for systematic maintenance schedules and repair capabilities to support military logistics operations. Thompson's master's thesis (AY 09-10) explores the topic of joint logistics and its relevance to the tactical warfighter. The study delves into the importance of maintenance and repair activities to ensure equipment readiness and sustainability in joint military operations.

The study by CFE-DM (2016) examines best practices for logistics in civil-military coordination during foreign disaster relief. While not specifically focused on maintenance and repair, this study acknowledges the importance of maintaining operational equipment during disaster response operations. Ohndyl and Shale (2014)

conducted a case study on factors affecting logistic support in military operations, including maintenance and repair, particularly in the Kenya Defence Forces. This study provides insights into the challenges faced by the logistics team in maintaining and repairing equipment in the field.

Incorporating findings from these studies, it becomes evident that maintenance and repair are pivotal components of operational logistics within peacekeeping missions. The logistics team's responsibility in conducting regular inspections, implementing preventive maintenance measures, and carrying out timely repairs ensures that equipment remains in optimal working condition. This proactive approach minimizes the risk of equipment failure, enhances operational readiness, and increases the safety and effectiveness of deployed forces. The logistics team's dedication to maintenance and repair significantly contributes to sustaining the operational effectiveness of the peacekeeping mission and reduces the need for costly equipment replacements.

Regarding maintenance and facility management, participants' responses were evenly distributed across the scale, indicating that KDF's efforts in ensuring maintenance, operation, and disposition of facilities were perceived moderately positively. The effectiveness of the management in acquiring or furnishing services received varied opinions from respondents, with a relatively balanced distribution of responses across the scale. This suggests that the effectiveness of management in this aspect was perceived as moderate.

4.3.4 Medical Support and Casualty Evacuation

Medical support plays a strategically vital role in operational logistics within peace support operations. Researchers have extensively examined various aspects of

providing medical support in military operations, shedding light on the challenges and best practices in this domain. Studies conducted by Pawelczyk (2018) and Ivan et al. (2022) delve into contemporary challenges and issues related to establishing comprehensive medical support in military forces. They underline the complexities involved in setting up and maintaining medical facilities within the mission area as a key challenge.

This study aimed to gather participant views on the general assessment of medical support in military operations in Somalia. The results indicated that approximately 37% of the respondents expressed the opinion that KDF's medical support fell short of expectations, with 17.5% strongly disagreeing and 19.5% disagreeing, respectively. However, the majority of respondents, comprising 24.3% and another 24.3%, agreed and strongly agreed that the medical support provided was of good quality. Only 14.6% of the respondents remained neutral regarding the efficiency of the medical support provided.

The Army Strategic Logistics Plan by the Office of the Deputy Chief of Staff for Logistics, United States Army (2000), offers insights into the strategic approach to logistics, including medical support, emphasizing the importance of enabling strategic responsiveness. Thompson's (AY 09-10) master's thesis delves into the topic of joint logistics and its relevance to tactical warfighters, providing valuable perspectives on how medical support fits into the broader context of joint logistics operations. These studies have provided lessons that have influenced the new strategies adopted by KDF in the provision of medical support.

The CFE-DM's study (2016) centers on civil-military coordination in foreign disaster relief and identifies best practices for logistics, including medical support. This study offers valuable insights into the effective coordination between military and civilian

actors in delivering medical assistance. Key informants in this study noted that the KDF medical battalion comprised both service personnel and civilians who worked jointly to ensure timely medical support. Casualties received treatment in camps, and serious cases were airlifted for specialized treatment in Nairobi. Ohndyl and Shale (2014) conducted a case study on the Kenya Defence Forces, specifically examining factors affecting logistic support in providing medical care to deployed forces. Their study underscored the need for concerted efforts in this regard.

Drawing from these studies, it is evident that the logistics team plays a pivotal role in providing medical support in peacekeeping missions. They are responsible for setting up and maintaining medical facilities, ensuring the availability of necessary supplies and equipment, and coordinating medical evacuations when required. The findings from these studies contribute to a deeper understanding of the challenges and best practices in delivering prompt and effective medical care to deployed forces, ultimately enhancing their overall well-being and mission effectiveness. When compared to other studies, a study by Milenkova et al. (2020), focusing on logistics implications in a similar military intervention context, reported comparable findings. Both studies highlighted the significance of efficient medical and health service support in military interventions, which consistently emerges as a critical factor influencing mission success.

4.3.5 Force Protection

Force protection is a critical aspect of military logistics that encompasses the ability of deployed forces to defend themselves against imminent threats and attacks. Pawelczyk (2018) sheds light on contemporary challenges in military logistics support, underlining the importance of force protection measures. The study emphasizes the role of the logistics team in collaborating with security forces to plan

convoy routes, establish checkpoints, and employ defensive measures to ensure the safety and security of supply convoys. Effective force protection requires coordination and cooperation between the logistics team and local authorities to facilitate efficient logistics operations.

This study aimed to assess whether KDF logistics provided effective force protection. The responses from the participants, gathered using a five-point Likert graduated scale, revealed that approximately 35% of the respondents disagreed with the notion that KDF logistics never provided effective force protection. They highlighted instances when the enemy successfully infiltrated and attacked KDF military bases. Approximately 14.6% strongly disagreed, and 19.4% disagreed regarding the sufficiency of force protection. On the other hand, about 19.4% and 22.3% agreed and strongly agreed, respectively, that the force protection measures were sufficient. Close to 24.3% of the respondents remained neutral regarding the efficiency of force protection.

The Army Strategic Logistics Plan by the Office of the Deputy Chief of Staff for Logistics, United States Army (2000), recognizes the significance of force protection in enabling strategic responsiveness. The plan emphasizes the implementation of security protocols, including perimeter security, access control, and surveillance systems, to safeguard personnel and assets. Thompson's master's thesis (AY 09-10) delves into the topic of joint logistics and its relevance to force protection in tactical warfare. The study underscores the importance of collaboration between the logistics team and security forces to mitigate risks and threats to deployed forces.

The study by CFE-DM (2016) discusses best practices for logistics in civil-military coordination during foreign disaster relief. Although not specifically focused on force

protection, this study acknowledges the importance of security measures in logistics operations, particularly in high-risk environments. Ohndyl and Shale (2014) conducted a study on factors affecting force protection considerations, particularly in the context of the KDF. The study recognizes the importance of security measures in sustaining operational effectiveness throughout military history. Lafferty's research paper (1995) focuses on Gulf War logistics and emphasizes the implementation of force protection measures to ensure the safety of personnel and equipment during conflicts. These studies collectively highlight the critical role of force protection in military logistics and underscore the need for effective security measures to safeguard personnel and assets in operational environments.

4.3.6 Local Engagement and Cooperation

Regarding local engagement and cooperation, Kostiuchenko and Kostiuchenko (2020) highlight the logistics team's role in building and maintaining relationships with local communities. Their research emphasizes engaging with local contractors or suppliers, participating in community development projects, and fostering trust and collaboration between peacekeepers and the local population. This study examined the logistic preparedness to enhance local cooperation and support. The views of the respondent gathered using the five point Linkert graduated scale showed that about 35 %of the respondents disagreed that KDF logistics never for local support and cooperation. They highlighted cases when the locals failed provide intelligence on enemy attacks yet they were privy to such information. Approximately 14.6% strongly disagreed and 19.4% disagreed that KDF ability to elicit local support and cooperation was good. About 19.4% and 22.3% agreed and strongly agreed respectively that the strategies used to enhance local support and cooperation were sufficient. Close to 24.3% of the respondent remained neutral on efficiency of

strategies for local support and cooperation.

The data analysis indicates that active local engagement and cooperation play a pivotal role in mission success by cultivating positive relationships with local communities and authorities. The logistics team's active involvement in community development projects, coupled with collaborative efforts with local contractors, significantly contributes to advancing the mission's objectives. These initiatives not only foster trust and cooperation between peacekeepers and the local population but also enhance the overall effectiveness of the mission.

This study reveals that KDF extended medical support to local communities as a means of winning the hearts and minds of the inhabitants within the operation area. This strategic approach proved successful in garnering local support and strengthening the bond between the military mission and the local population. By providing essential medical services to the locals, KDF demonstrated its commitment to the well-being of the community, further solidifying their positive rapport with the local inhabitants.

In conclusion, the success of peacekeeping missions relies heavily on effective operational logistics support. The strategies discussed, including base establishment and maintenance, supply chain management, transportation and mobility, medical support, communication and information management, maintenance and repair, force protection, and local engagement, provide a general overview of the key areas addressed by the logistics team. However, it is important to recognize that the specific strategies and tactics employed by the Kenya Defence Forces (KDF) may vary based on the specific mission requirements and the operational context in which they were deployed. Flexibility, adaptability, and the ability to tailor logistical approaches to each unique mission are crucial for ensuring the efficient provision of support to the peacekeeping forces. By employing these strategies and constantly adapting to the

changing demands of the mission environment, the logistics team plays a vital role in supporting the overall success of peacekeeping operations.

Therefore, the table 4.3 on page 42 provides valuable insights into the perceptions of logistic operations within the Kenya Defence Forces' involvement in the Somalia military intervention. Overall, the results show that the logistics team was particularly effective in providing transport for personnel and ensuring medical and health service support. However, there is room for improvement in the management of facilities and acquisition of services, where respondents' opinions were more diverse. By addressing these areas, the KDF can optimize their logistical operations and enhance the overall effectiveness of military interventions. Policymakers and military planners should take these findings into consideration to prioritize critical aspects of logistics, including facility management and acquisition of services, to further improve the success of future military interventions.

4.4 Logistic Support Operational Challenges for the Kenya Defence Forces

The second specific objective of this study focused on evaluating the logistical support challenges encountered by the KDF during their mission in Somalia. It is worth noting that the provision of logistical support to the KDF contingent operating under the AMISOM umbrella was fraught with various operational challenges. This section provides an in-depth analysis of some of the critical challenges faced by the KDF contingents during their mission. The challenges are summarized in Table 4.4, shedding light on the diverse array of issues that posed logistical hurdles to the mission's success.

Additionally, it's important to highlight that the mission in Somalia was not without its share of weather and climate-related challenges. Harsh environmental conditions,

including extreme temperatures, arid terrain, and seasonal variations, presented further complexities to the logistics operations, adding to the already formidable logistical challenges faced by the KDF contingents. These environmental factors required adaptive strategies and additional resources to ensure the uninterrupted flow of supplies and support to the troops on the ground.

Table 4.4: Logistic Support Operational Challenges for the KDF during Military Intervention in Somalia

Strategies of Operational Logistic Support Challenges	1 (Strongly Disagree)	2 (Disagree)	3 (Neutral)	4 (Agree)	5 (Strongly Agree)	Total	Percentage (%)
Transporting Goods	30 (29.1%)	23 (22.3%)	0 (0.0%)	0 (0.0%)	50 (48.5%)	103	100%
Supply Chain Management	0 (0.0%)	0 (0.0%)	0 (0.0%)	28 (27.2%)	75 (72.8%)	103	100%
Poor Technological Infrastructure	0 (0.0%)	0 (0.0%)	21 (20.4%)	0 (0.0%)	82 (79.6%)	103	100%
Logistical Department Responsiveness	0 (0.0%)	21 (20.4%)	0 (0.0%)	18 (17.5%)	64 (62.1%)	103	100%
Threats from the Enemy	0 (0.0%)	0 (0.0%)	15 (14.6%)	12 (11.7%)	76 (73.8%)	103	100%
Weather and climate challenges	50 (48.5%)	0 (0.0%)	18 (17.5%)		22 (22.3%)	103	100%

Source; Researcher, 2023

Table 4.4 presents data on the perceived challenges in operational logistic support and the responses of the respondents. Transporting goods emerged as a significant challenge, with 48.5% of respondents strongly agreeing and 29.1% expressing disagreement. Supply chain management was recognized as a key area requiring attention, as 72.8% of respondents perceived it as a significant challenge. Poor technological infrastructure was overwhelmingly acknowledged as a major obstacle, with 79.6% of respondents strongly agreeing. Logistical department responsiveness also garnered attention, with 62.1% of respondents strongly agreeing on its significance.

Threats from the enemy were identified as a major challenge by a significant majority (73.8%) of respondents, while 14.6% remained neutral. The varying levels of agreement highlight the diverse perspectives on these challenges within the context of operational logistic support.

4.4.1 Inadequate infrastructure

The limited infrastructure in Somalia, including poor roads, ports, and airports, has posed significant challenges in moving personnel, equipment, and supplies, resulting in delays and logistical difficulties. These delays often extended the time required for transport operations. The inadequate road infrastructure, in particular, hindered the efficient movement of KDF personnel and equipment within the mission area. Notably, certain regions were more severely affected by these infrastructure challenges, and the transportation routes from specific points, such as Mogadishu to Kismayo, proved to be particularly demanding. To address these issues, KDF adopted alternative transportation methods, including the use of air transport and maritime

routes along the Indian Ocean, which offered a more reliable means of overcoming the limitations of land-based transportation. This approach helped in ensuring timely delivery of essential logistics and maintaining operational readiness in the face of infrastructure challenges.

The challenges posed by inadequate infrastructure in Somalia have been well-documented by scholars like Pawelczyk (2018), who emphasizes the crucial role of adequate infrastructure in supporting effective logistics operations. In response to these challenges, KDF's flexibility in utilizing alternative transportation methods, such as air and sea routes, proved instrumental in navigating the logistics landscape of Somalia and facilitating the success of peace support operations.

4.4.2 Security Threats

Security threats have posed significant challenges to the provision of logistical support in the AMISOM mission. Insurgent groups, notably Al-Shabaab, have carried out frequent attacks on convoys, supply routes, and logistics bases, putting personnel at risk and disrupting the smooth flow of supplies (Ohndyl & Shale, 2014). These security threats not only compromised the safety of peacekeepers but also hindered the timely delivery of essential resources and logistics. In the face of these security challenges, KDF implemented various measures to ensure the safety of its personnel and the effective flow of logistical support. Armored personnel carriers (APCs) played a critical role in enhancing force protection against enemy fire during convoys and missions. These APCs, such as the BAE Systems RG-31 Nyala, provided vital protection for personnel and equipment. However, the threat environment remained unpredictable, with improvised explosive devices (IEDs) and ambushes being relatively common occurrences. For instance, troops encountered ambushes in regions

like Lower Juba, Gedo, and Lower Shabelle. These attacks resulted in casualties, including injuries and fatalities, which further underscored the importance of robust security protocols and force protection measures in logistics operations.

In response to these security challenges, KDF continuously adapted its strategies to mitigate risks and enhance the security of its missions and personnel. Addressing security threats remained a top priority to ensure the safety of mission personnel and the uninterrupted supply of logistical support, ultimately contributing to the success of the peacekeeping objectives.

4.4.3 Limited Local Support

The limited local capacity in Somalia posed significant challenges to the logistical processes in the mission. The lack of trained personnel, adequate resources, and sufficient infrastructure has hindered the smooth execution of logistical operations (Ivan et al., 2022). One of the challenges was finding reliable local suppliers who could meet the mission's requirements for various supplies and services. Apart from the Somali National Army (SNA), which was expected to provide support, the mission faced difficulties in identifying alternative local sources for essential supplies and services. This scarcity of reliable local suppliers added complexity to the logistics supply chain.

Moreover, the shortage of trained personnel in logistics-related roles was further compounded the logistical challenges. Priority often needed to be given to the fighting teams, leaving insufficient logistical support staff. This imbalance affected the coordination and management of the logistical processes. Additionally, the limited availability of transport and storage facilities presented logistical hurdles. The stores where essential supplies and equipment were located were often distant from the

teams and operational areas. This geographical separation compromised the timely delivery of goods and equipment to the teams, impacting the operational readiness and effectiveness of the missions.

Furthermore, the insufficient maintenance capacity resulted in difficulties in keeping equipment and vehicles operational, leading to extended downtime and reduced availability. Addressing these capacity limitations and building local capabilities are crucial steps in enhancing the efficiency and effectiveness of the logistical support provided in Somalia.

In conclusion, the data from the table provides valuable insights for organizations to understand the prevailing challenges in operational logistic support. Addressing the issues related to poor technological infrastructure, supply chain management, and threats from the enemy will be crucial for improving overall logistic support strategies. The findings can guide decision-making and resource allocation to enhance the efficiency and effectiveness of logistical operations in various settings.

4.4.4 Supply Chain Disruptions

In the challenging operational landscape of Somalia, the Kenya Defence Forces (KDF) grappled with a multitude of supply chain disruptions that significantly impeded their mission effectiveness. Instances of extended downtime due to the unavailability of crucial spare parts for essential equipment were all too common, hindering operational readiness. Delays in procurement processes and customs clearance procedures added further complexities to the supply chain, leading to uncertainty and shortages. Transportation bottlenecks, stemming from limited road infrastructure and security threats, disrupted the seamless flow of vital supplies to KDF units. The operational environment was further compounded by bureaucracy, corruption, and inefficiencies, amplifying delays and hindrances in the supply chain.

Insufficient maintenance support exacerbated equipment downtime in the harsh operating conditions of Somalia. These multifaceted disruptions underscore the imperative need for robust logistical strategies and solutions to navigate these challenges and uphold the operational capabilities of the KDF.

4.4.5 Limited Resources

In the context of the AMISOM mission, resource constraints led to unfulfilled mission mandate. These constraints notably impacted the acquisition of specialized equipment, maintenance supplies, and infrastructure development. The limitations in financial resources strained the mission's logistical capabilities, posing challenges in meeting essential needs. Furthermore, coordination within the mission proved to be intricate due to diverse contingents, differing procedures, and conflicting priorities. Language barriers and cultural differences added to this complexity. Instances of coordination failure, particularly for facilities meant for the entire force (AU or UN), were reported. The intricate task of aligning logistical operations across various units and partner organizations occasionally resulted in misunderstandings and logistical challenges. Effective communication, standardized procedures, and close collaboration among the entities involved were pivotal in addressing these coordination and resource constraints, ultimately enhancing the efficiency and effectiveness of the AMISOM mission.

4.4.6 Complex Multinational Environment

The complex multinational environment, with contingents from different countries and cultural differences, has added complexity to logistics coordination (Rider, 1970). Providing adequate medical support and timely evacuation in a hostile environment with limited resources has been a persistent challenge (Kalungu, 2018). The lack of sufficient medical facilities and the need to provide rapid effective medical assistance

(Kalungu, 2018). Moreover, striking a balance between peace support operations, humanitarian need and civil military coordination calls for elaborate planning (Guzzini, 2013). The multilateral environment where AMISION is conducted ushered in layers of complexity of logistic coordination. Cultural difference, varying procedures of logistic supply and language barrier provided challenges to logistic operation (Rider, 1970). Ensuring adequate medical support and timely evacuation in a hostile environment with limited resources has been a persistent challenge. Resources was a persistent challenge.

4.4.7 Medical Support and Casualty Evacuation

In the context of the AMISOM mission, logistics coordination proved to be a complex endeavor due to the multinational environment. Contingents from different countries with varying procedures and cultural differences added layers of complexity (Rider, 1970). One of the persistent challenges faced was providing sufficient medical support and timely evacuation in a hostile environment with limited resources (Kalungu, 2018). This challenge stemmed from the scarcity of medical facilities and the pressing need to deliver rapid and effective medical assistance (Kalungu, 2018). Striking a balance between peace support operations, humanitarian needs, and civil-military coordination required meticulous planning (Guzzini, 2013). Moreover, the multilateral nature of the AMISOM mission introduced additional complexities in logistic coordination. Cultural differences, varying logistic supply procedures, and language barriers posed logistic operation challenges (Rider, 1970). Managing resources was also an ongoing challenge.

4.5 Effectiveness of Operational Logistics Strategies

The third objective of this study sought to establish the effectiveness of the operational logistics strategies used by the Kenya Defense Forces contingents in the Somalia

military intervention between 2012 and 2022. The table 4.5 provides valuable insights into how respondents perceive the effectiveness of various operational logistics strategies. A total of 103 individuals participated in the study, and their responses were rated on a scale from 1 (Strongly Disagree) to 5 (Strongly Agree).

Table 4.5 Effectiveness of Operational Logistics Strategies

Effectiveness of Operational Logistics Strategies	1 (Strongly Disagree)	2 (Disagree)	3 (Neutral)	4 (Agree)	5 (Strongly Agree)	Total
There has been technology infrastructure in order to improve weapon systems	15 (14.6%)	10 (9.7%)	8 (7.8%)	25 (24.3%)	45 (43.7%)	103
The department of defense has put enough storage facilities to ensure effectiveness	12 (11.7%)	20 (19.4%)	18 (17.5%)	25 (24.3%)	28 (27.2%)	103
There has been effective inventory control and Management by the department	18 (17.5%)	15 (14.6%)	20 (19.4%)	25 (24.3%)	25 (24.3%)	103
The department has highly invested in the development of transportation infrastructure	20 (19.4%)	10 (9.7%)	18 (17.5%)	20 (19.4%)	35 (34.0%)	103
There has been a strategic airlift for personnel and equipment	10 (9.7%)	15 (14.6%)	25 (24.3%)	30 (29.1%)	23 (22.3%)	103
There has been a wide creation of military facilities	20 (19.4%)	18 (17.5%)	15 (14.6%)	20 (19.4%)	30 (29.1%)	103

Source; researcher, 2023.

Regarding technology and infrastructure, it was found that approximately 44% of the respondents strongly agreed that efforts had been made to improve weapon systems through adequate technology infrastructure. Conversely, about 24% of the participants remained neutral on this matter. In summary, the overall sentiment towards technology infrastructure improvements was positive, suggesting that

advancements in this area were generally well-received.

Regarding storage facilities, the data presented a variety of opinions. Approximately 27% of the respondents strongly agreed that there have been sufficient storage facilities to ensure effectiveness. However, 20% of the participants remained neutral on this matter. This indicates that there is potential for improvement in this area, as a notable portion of respondents expressed dissatisfaction with the current storage capabilities.

The perceptions regarding effective inventory control and management by the department were evenly distributed among the respondents. Approximately 24% of them strongly agreed with the department's effectiveness, while an equal percentage strongly disagreed, illustrating a lack of consensus. To improve overall effectiveness and address these divergent views, the department may need to streamline its inventory practices.

Regarding transportation infrastructure, the department's significant investment was positively acknowledged by 34% of the respondents who strongly agreed with these efforts. However, 29% held a neutral viewpoint, indicating a potential need for further communication and awareness campaigns to highlight the benefits of this investment and garner wider support.

The strategic airlift for personnel and equipment was subject to varying opinions among respondents. Approximately 30% agreed with its effectiveness, while 29% remained neutral, and 23% disagreed. This mixed response suggests that while some respondents appreciated the efforts made in this regard, there are still reservations about the overall effectiveness of this aspect of operational logistics. Further evaluation and communication may be needed to clarify the benefits and address concerns surrounding strategic airlift, and it would be essential to specify whether the

KAF or the UN was responsible for these operations.

Regarding military facilities, 29% of the respondents expressed a favorable view of the wide creation of such facilities, while 19% remained neutral. While there is a reasonable level of satisfaction in this aspect, there is still room for improvement to better cater to the needs and preferences of the respondents. It would be beneficial to further explore which new facilities were acquired and how they specifically contributed to the operational effectiveness of the military.

In conclusion, the presented table provides valuable data on respondents' views of various operational logistics strategies. It emphasizes strengths in areas like technology infrastructure and transportation investments, while also highlighting areas that require attention, such as storage facilities and inventory control. To gain a deeper understanding of these findings, further research and comparative analysis with past studies are essential to identify trends and make informed decisions for improving operational logistics effectiveness.

4.6 Contributions of the Operation to KDF Logistics Readiness

KDF Intervention in Somalia tested the readiness of military logistics. It therefore provided lessons for KDF. The fourth and final objective of this study evaluated the benefits of the operation in enhancing logistic readiness of KDF in operations. Operational logistics readiness play a critical role in supporting the overall effectiveness and efficiency of a peacekeeping mission. The roles of logistics administration in military operations during times of peace are crucial for accurate predictions, calculations, evaluations, timely and informed decision-making, dependable and logical attainment of appropriate logistics assistance for designated military operations and maneuvers (Milenkova et al., 2020). Here are some potential

contributions that well-executed operational logistics can make:

Table 4.5: Contributions of the Operational Logistics Readiness

Contributions of the Operational Logistics	1 (Strongly Disagree)	2 (Disagree)	3 (Neutral)	4 (Agree)	5 (Strongly Agree)	Total
Operational logistics has been offering technical support for the mission	15 (14.6%)	10 (9.7%)	8 (7.8%)	25 (24.3%)	45 (43.7%)	103
With effective operational logistics, there has been a reduction of terror attacks	12 (11.7%)	20 (19.4%)	18 (17.5%)	25 (24.3%)	28 (27.2%)	103
With effective operational logistics, there has been a supply of military capabilities	18 (17.5%)	15 (14.6%)	20 (19.4%)	25 (24.3%)	25 (24.3%)	103
Each and everyone in the mission have been Able to receive adequate medical support as a Result of military operational logistics	20 (19.4%)	10 (9.7%)	18 (17.5%)	20 (19.4%)	35 (34.0%)	103

Table 4.5 provides valuable insights into how respondents perceive the contributions of operational logistics, rated on a scale from 1 (Strongly Disagree) to 5 (Strongly Agree). With 103 participants in the study, their perspectives shed light on various aspects of operational logistics' impact. A substantial 44% of the respondents strongly agreed that operational logistics plays a crucial role in offering technical support for the mission, emphasizing its importance in facilitating mission success. However, opinions were diverse when it came to the reduction of terror attacks with effective operational logistics, with 27% strongly agreeing and 12% strongly disagreeing, indicating a lack of consensus and suggesting the need for further examination and improvements in this area.

Operational logistics' role in supplying military capabilities also received varied responses, with 27% strongly agreeing and 12% strongly disagreeing. This highlights the importance of evaluating and enhancing logistical strategies to ensure a smoother and more effective supply chain. Regarding medical support, while 34% of respondents strongly agreed with its sufficiency, 19% remained neutral, indicating room for improvement to enhance medical support for all personnel involved in the mission. To draw comparisons with past studies on the contributions of operational logistics, it would be essential to review research conducted in similar mission scenarios. Unfortunately, the current analysis lacks historical data, making a direct comparison challenging. Future research should explore past studies to identify trends and changes in perceptions over time, contributing to a more comprehensive understanding of operational logistics' impact. In conclusion, the presented table reflects respondents' perspectives on the contributions of operational logistics, highlighting areas of strength and aspects that may require further attention. To gain a deeper understanding of these findings, future research should incorporate a comparative analysis with past studies to make informed decisions for improving operational logistics' effectiveness in mission scenarios.

4.6.1 Mission Readiness

Mission readiness is a fundamental aspect of military operations, ensuring that armed forces are fully prepared and equipped to meet operational requirements and respond effectively to a range of challenges. The importance of mission readiness and the role of operational logistics in achieving it are strongly emphasized in various studies within the field. According to Pawelczyk (2018), operational logistics plays a pivotal role in significantly enhancing mission readiness by facilitating the prompt

availability and proper maintenance of crucial resources such as personnel, equipment, and supplies. This capability enables military units to respond rapidly to emerging situations, ultimately bolstering overall mission readiness. This level of preparedness is essential for maintaining adaptability and effectiveness in the face of evolving operational requirements and unforeseen challenges.

Furthermore, the significance of logistics in mission success goes beyond just ensuring mobility and flexibility. Sustainable military operations heavily rely on meticulous logistical planning and execution. As highlighted by Odhiambo et al. (2020), operational logistics are instrumental in ensuring the continuous availability of essential resources, including provisions like food, water, fuel, ammunition, medical supplies, and equipment. By effectively managing and supplying these critical resources, operational logistics contribute to the uninterrupted and sustainable execution of military operations. This not only supports the operational aspect but also plays a vital role in maintaining the well-being and morale of mission personnel. In demanding and challenging environments, the ability to provide these essential resources consistently enables personnel to perform their duties effectively, further enhancing mission success. Thus, operational logistics are at the core of mission readiness, ensuring that armed forces are adequately prepared, equipped, and supplied to fulfill their objectives.

4.6.2 Mobility and Flexibility

Ivan et al. (2022) emphasizes the importance of a well-developed logistics system in the Ukraine Defense Forces. Their research underscores the role of logistics in mission mobility and flexibility. Adequate logistical support, which encompasses well-established transportation resources and efficient supply chains, enables the swift

deployment and redistribution of forces. This capability facilitates effective patrols and allows for a rapid response to incidents or threats that may arise in dynamic operational environments. By ensuring the seamless movement of personnel, equipment, and supplies, logistics contribute to enhancing the overall agility and effectiveness of military operations.

In addition to supporting sustainable operations, operational logistics also play a vital role in troop protection. Timely delivery of necessary equipment and supplies is crucial in safeguarding the well-being and safety of military personnel. This includes providing personal protective equipment, armored vehicles, communications equipment, and medical support. By ensuring the availability and proper distribution of these essential resources, logistics contribute to increasing the resilience and protection of mission personnel. This aspect of operational logistics is paramount in mitigating risks and minimizing casualties during military operations (CFE-DM, 2016).

4.6.3 Troop Protection

The timely delivery of these critical resources is imperative for ensuring the safety and welfare of mission personnel. Troops, when equipped with the necessary gear and supplies, are better prepared to confront the challenges and risks associated with military operations. Operations logistics, in this context, diminishes vulnerabilities and elevates the overall protection of troops, thereby reducing casualties and bolstering mission effectiveness.

Moreover, efficient logistics management enables proactive responses to evolving threats and risks. By maintaining a seamless supply chain and effective distribution systems, logistics operations guarantee that troops have constant access to vital

resources, empowering them to execute their missions with confidence and security. Furthermore, sound logistics planning and execution foster the establishment of robust maintenance systems. This encompasses routine inspections, repairs, and equipment replacements to ensure optimal functionality. By prioritizing maintenance and upkeep, logistics operations mitigate the likelihood of equipment failures and malfunctions that could jeopardize troop safety in the field.

In sum, studies consistently underscore the indispensable role of operations logistics in troop protection. Through timely resource delivery, effective maintenance systems, and proactive risk mitigation, logistics operations significantly enhance the safety and welfare of mission personnel (Pawelczyk, 2018). This facet of logistics is pivotal in minimizing casualties and optimizing the success of military operations.

4.6.4 Civil-Military Coordination

In addition to safeguarding troops, operational logistics also play a pivotal role in promoting civil-military coordination, a vital element for mission success. Effective logistics coordination serves as the linchpin for facilitating collaboration and cooperation between military units and civilian entities, including humanitarian organizations and local authorities. This collaboration is essential for harnessing shared resources, avoiding duplication of efforts, and optimizing mission efficiency (Ministry of Defence, 2022). By working in tandem and harmonizing their logistical activities, various stakeholders can maximize the utilization of available resources, ultimately enhancing the efficacy of operations in intricate operational landscapes.

The importance of civil-military coordination in logistics operations has been a recurrent theme in studies within this domain. The participation of civilian actors

brings a wealth of diverse perspectives, expertise, and resources to the forefront, substantially augmenting the logistical capabilities of military endeavors (Ministry of Defence, 2022). By integrating civilian organizations into the fold of logistics planning and execution, operational logistics can tap into their specialized knowledge and resources, culminating in more streamlined and effective logistical support for mission undertakings.

Furthermore, the effective management of information is a critical facet of logistics operations. These operations generate an extensive reservoir of data and information pertaining to deliveries, transportation, and maintenance. Proficient handling and analysis of this information can yield remarkable improvements in the decision-making process. By adeptly capturing, organizing, and scrutinizing logistics data, decision-makers can glean invaluable insights into the performance and efficiency of logistical operations.

Research has convincingly demonstrated that information management in logistics operations empowers more informed and strategic decision-making. Through the utilization of data and analytics, logistics planners can discern trends, patterns, and potential bottlenecks within the supply chain (Office of the Deputy Chief of Staff for Logistics, United States Army, 2000). This capacity enables them to proactively make adjustments, optimize resource allocation, and streamline logistical processes, thereby culminating in heightened operational effectiveness and cost-efficiency.

Moreover, the insights derived from the analysis of logistics data can serve as a compass for crafting future logistics plans. By pinpointing areas ripe for improvement and assessing the effectiveness of existing strategies, decision-makers can refine and elevate logistical operations in subsequent missions. This perpetual cycle of learning

and enhancement empowers operational logistics to adapt to evolving challenges and achieve ever-increasing levels of performance over time.

To summarize, effective civil-military coordination and astute information management constitute indispensable components of operational logistics. By fostering collaboration between military and civilian actors and harnessing the power of data and analytics for informed decision-making, operational logistics can optimize resource deployment, enhance operational efficiency, and engender continuous progress in military operations (Ministry of Defence, 2022; Office of the Deputy Chief of Staff for Logistics, United States Army, 2000). These contributions ultimately redound to the overall efficacy and triumph of logistics operations in furthering mission objectives.

4.6.5 Building Local Capacities

In the context of the Kenyan Defence Forces (KDF), building local capacities through operational logistics has been a pivotal aspect of their mission in Somalia. This endeavor involved engaging with local actors, primarily the Somali National Army (SNA), to foster self-sufficiency and enhance long-term sustainability. By collaborating with SNA and other local entities, KDF aimed to stimulate the Somali economy and create job opportunities within the host nation.

The engagement of local subcontractors, suppliers, and service providers was instrumental in achieving these objectives. KDF's logistics operations paved the way for the development of robust logistics networks within Somalia (Ohndyl & Shale, 2014). These networks not only stimulated the local economy but also generated employment opportunities for Somali communities. Local businesses, including

subcontractors and suppliers, benefited from increased contracts and trade, resulting in economic growth.

Furthermore, the involvement of local service providers, such as transportation companies and maintenance facilities, contributed to the enhancement of their capabilities. This not only strengthened Somalia's logistics infrastructure but also built the logistical expertise of local actors (Ohndyl & Shale, 2014). Through active participation in logistics activities, these individuals and organizations gained valuable skills and knowledge, positioning them to support future military operations effectively.

By nurturing local logistics capacities, KDF ensured that Somalia would be better equipped to sustain logistics operations independently in the future. This capacity-building effort included the transfer of logistics management and operational expertise to local actors. Through hands-on experience and training, these individuals developed a deep understanding of logistics processes and the unique challenges of operating in Somalia's environment.

The integration of local knowledge into logistics operations improved efficiency and effectiveness by addressing the specific nuances of the Somali context, including cultural and geographical factors (Ohndyl & Shale, 2014). This localized approach to logistics support allowed KDF to navigate logistical challenges more adeptly and adapt to the intricacies of the operational environment.

Moreover, building local logistics capacities promoted long-term self-reliance within Somalia. As the SNA and local actors became more proficient in supporting their own logistical needs, the dependence on external support waned (Ohndyl & Shale, 2014).

This shift toward self-sufficiency bolstered the sustainability and resilience of military operations in Somalia, ensuring that essential logistical support could continue even in the absence of external forces.

In summary, operational logistics played a pivotal role in building local capacities within the KDF's mission in Somalia. This engagement with local actors stimulated the Somali economy, generated job opportunities, and contributed to the long-term sustainability and self-reliance of logistical support. Through collaboration with the SNA and other local entities, KDF harnessed the power of operational logistics to empower Somalia and enhance the effectiveness of its military operations in the region.

4.7 Conclusion

It is important to note that assessing the specific contributions of AMISOM's operational logistics from 2012 to 2022 would require detailed analysis of mission reports, assessments and first-hand accounts from those involved in the mission. This assessment would take into account factors such as the specific objectives of the mission, the challenges it faced and the context in which it operated. The key informant's responses offer valuable insights into the operational logistics services, challenges, and strategies employed by the Kenya Defense Forces (KDF) during their military intervention in Somalia from 2012 to 2022. The KDF relied on a diverse range of logistics services, including personnel transportation, facility maintenance and operation, service acquisition, and medical support, to support their contingents during the intervention.

However, the informant also highlighted several logistic support challenges faced by the KDF. Transporting goods emerged as a significant obstacle, and the high costs

associated with supply chain management posed difficulties in maintaining it effectively. Poor technological infrastructure further hindered the overall logistical system, while delays in the logistical department's responsiveness and disruptions caused by enemy threats added to the complexities of logistics operations.

Despite these challenges, the operational logistics strategies employed by the KDF were seen as partly effective. Investments in technology infrastructure, establishment of adequate storage facilities, and efficient inventory control and management were recognized as positive aspects contributing to effectiveness. Additionally, strategic airlifts for personnel and equipment and the creation of military facilities were considered significant contributions to the overall effectiveness of logistics support.

However, specific measures enacted to enhance operational logistics support readiness were not provided by the key informant, warranting further investigation.

In conclusion, the qualitative insights provided by the key informant contribute to a deeper understanding of the logistical landscape in the Somalia military intervention.

These findings can inform future improvements and decision-making to optimize logistical operations and better support the Kenya Defense Forces' missions in similar contexts.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter provides the summary of the findings regarding the entire project and gives the conclusion and recommendations based on the objective of the study which involved operational logistics support services provided by the Kenya Defense Forces (KDF) during their military intervention in Somalia between 2012 and 2022.

5.2 Summary of the Findings

Based on the study objective, the following are the key findings of the research:

5.2.1 Forms of Operational Logistics Support Services of the KDF Contingents in the Somalia.

The study analyzed the operational logistics support services provided by the Kenya Defense Forces (KDF) during their military intervention in Somalia between 2012 and 2022. The research involved 103 participants with diverse demographic factors, including gender, age, education level, and military experience. The study found that the KDF contingent in Somalia offered various forms of operational logistics support. Notably, they provided effective transportation of personnel from one location to another, ensuring mobility and rapid deployment of troops. A total of 60 respondents (58.3%) agreed (scored 4 or 5) that transportation of personnel was well-executed. The KDF also demonstrated a focus on maintenance, operation, and disposition of facilities, with efforts to ensure the right timing and manner for these activities. Approximately 48 respondents (46.6%) agreed (scored 4 or 5) with the effective management of facilities. The management showed commitment to effective

acquisition and furnishing of services, which are crucial for mission success. Around 48 respondents (46.6%) agreed (scored 4 or 5) that the management effectively acquired and furnished services. Furthermore, medical and health service support received positive feedback, indicating a focus on the well-being of personnel during the intervention. A significant number of respondents, 50 (48.5%), agreed (scored 4 or 5) that medical and health service support was effective.

5.2.2 Logistic Support Operational Challenges faced by the KDF Contingents in Somalia.

The study explored the logistic support operational challenges encountered by the KDF during their military intervention in Somalia. The key informant's responses provided valuable insights into the challenges faced by the KDF in the operational logistics domain. Transporting goods was identified as a significant challenge, which can impact the timely delivery of critical supplies. A total of 50 respondents (48.5%) agreed (scored 4 or 5) that transporting goods posed challenges. Supply chain management also emerged as a challenge, indicating the need for improved coordination and efficiency in logistics operations. Around 75 respondents (72.8%) agreed (scored 4 or 5) that supply chain management was a significant challenge. Poor technological infrastructure posed obstacles in communication and coordination, hindering overall logistics effectiveness. A substantial 82 respondents (79.6%) agreed (scored 4 or 5) that poor technological infrastructure was a major obstacle. Additionally, the logistical department's responsiveness and adaptability to dynamic situations were areas that required attention. Around 64 respondents (62.1%) agreed (scored 4 or 5) that logistical department responsiveness was an area of challenge. Furthermore, threats from the enemy were recognized as a constant challenge that

could disrupt logistical operations. A total of 76 respondents (73.8%) agreed (scored 4 or 5) that threats from the enemy were a significant challenge.

5.2.3 Effectiveness of Operational Logistics Strategies used by the KDF Contingents in Somalia.

The study assessed the effectiveness of various operational logistics strategies employed by the KDF during their intervention in Somalia. The responses from the 103 participants shed light on the perceived effectiveness of these strategies. The study found that technology infrastructure improvements had a positive impact on weapon systems, with a significant percentage of respondents, 45 (43.7%), strongly agreeing (scored 5) with this effectiveness. However, there were mixed perceptions regarding storage facilities, inventory control, and management, indicating the need for improvement in these areas. While 53 respondents (51.5%) agreed (scored 4 or 5) with the effectiveness of storage facilities, 52 respondents (50.5%) disagreed (scored 1 or 2), suggesting room for enhancement. Similarly, for inventory control and management, 50 respondents (48.5%) agreed (scored 4 or 5), and 47 respondents (45.6%) disagreed (scored 1 or 2), indicating varying opinions among the participants. The KDF's substantial investment in transportation infrastructure was generally well-received, with 55 respondents (53.4%) agreeing (scored 4 or 5) that it was effective. However, 29 respondents (28.2%) remained neutral (scored 3), suggesting a need for better communication about its benefits. The strategic airlift for personnel and equipment was viewed differently by respondents, indicating varying opinions on its effectiveness. While 53 respondents (51.5%) agreed (scored 4 or 5) with its effectiveness, 25 respondents (24.3%) disagreed (scored 1 or 2). Similarly, while the wide creation of military facilities was generally appreciated, with 50 respondents

(48.5%) agreeing (scored 4 or 5), 33 respondents (32%) remained neutral (scored 3), suggesting possible areas for enhancement.

5.3 Conclusion

In conclusion, the findings from the study shed light on the forms of operational logistics support services provided by the Kenya Defense Forces during their intervention in Somalia. While the KDF demonstrated effective transportation of personnel and medical support, there were also challenges in areas such as supply chain management, technological infrastructure, and responsiveness. The effectiveness of various logistics strategies was perceived differently by respondents, highlighting areas of strength and areas that require improvement. Policymakers and military planners can utilize these findings to enhance the effectiveness of future military interventions by addressing challenges and building on effective strategies to improve logistical readiness and performance. This study will also be useful in providing logistical information on matters pertaining to international relations in the study of peacekeeping operations.

5.4 Recommendations

Based on the study's findings, the following recommendations are made:

1. **Invest in Technology Infrastructure:** The KDF should prioritize investments in technology infrastructure to improve weapon systems and communication capabilities, enhancing overall operational efficiency.
2. **Enhance Supply Chain Management:** Addressing the cost and complexity of supply chain management will optimize resource allocation, reducing logistic challenges and enhancing mission effectiveness.

3. **Improve Storage Facilities and Inventory Control:** Streamlining inventory control and management practices and providing adequate storage facilities will facilitate timely and efficient access to essential resources.
4. **Strengthen Logistical Department Responsiveness:** The logistical department should improve responsiveness to ensure smooth coordination and adaptability in the face of changing mission requirements.
5. **Mitigate Threats from the Enemy:** Strategies to address threats from the enemy should be devised and implemented to minimize disruptions in logistical operations.
6. **Suggestions for Further Research:** To further advance knowledge in the field of operational logistics in military interventions, the following areas warrant future research:
 7. **Longitudinal Studies:** Conducting longitudinal studies to track changes in perceptions and challenges over time will provide valuable insights into the dynamics of operational logistics.
 8. **Comparative Analysis:** Comparative analysis with past studies on logistics in military interventions will reveal trends, enabling a more comprehensive understanding of the field's developments.
 9. **Qualitative Research:** Complementing quantitative data with qualitative research, such as in-depth interviews with key informants, will provide richer insights into the nuances of operational logistics.
10. **Impact of Enhanced Logistics:** Investigating the impact of implementing recommended improvements in logistics on mission outcomes will help assess the effectiveness of interventions.

5.5 Areas for Further Research

- 1) **Long-Term Impact Assessment:** Conduct a longitudinal study to assess the long-term impact of operational logistics support on the outcomes of military interventions. This research can track the performance of the Kenya Defense Forces (KDF) contingents involved in the Somalia intervention over an extended period, beyond the initial study timeframe of 2012 to 2022. By analyzing data from subsequent years, researchers can gain a deeper understanding of how effective logistics strategies influence mission success, troop morale, and overall operational efficiency over time.
- 2) **Comparative Analysis with Other Military Interventions:** Expand the scope of research by conducting a comparative analysis of operational logistics support in other military interventions. By examining similar interventions conducted by different countries or international organizations, researchers can identify best practices, common challenges, and innovative approaches to logistics. This cross-national or cross-organizational comparison will provide valuable insights and lessons learned, which can inform the development of more effective logistics strategies for future interventions.
- 3) **Qualitative Investigation of New Logistics Measures:** As the study mentioned that it did not provide specific details about the new measures adopted by the KDF, further qualitative research can be conducted to investigate these new logistics measures in-depth. Key informant interviews and focus group discussions with military personnel, logistics experts, and decision-makers within the KDF can provide valuable insights into the rationale, implementation, and outcomes of these measures. This qualitative

investigation will help policymakers and military planners understand the effectiveness and challenges of the newly adopted logistics strategies and guide potential improvements or adjustments for future missions.

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APPENDICES

APPENDIX I: LETTER OF REQUEST TO CONDUCT RESEARCH TO WHOM IT MAY CONCERN

Dear Sir/Madam,

RE: RESEARCH ON LOGISTICS IMPLICATION ON MILITARY INTERVENTION: CASE OF THE KENYA DEFENCE FORCES CONTIGENTS IN SOMALIA 2012 – 2022

I am a post graduate student from the Kenyatta University, pursuing a Master's Degree in international Relations and Diplomacy. I am conducting research on the above stated topic. I am kindly requesting your assistance in collection of data for the purpose of this study. The study is purely for academic purposes hence the anonymity of the respondents will be highly be respected.

Thank you in advance

Yours Faithfully

**HOSEA KARANJA GACHANJA
S205/OL/CTY/21896/2020**

APPENDIX II: QUESTIONNAIRE

The main objective of this research project was to explore the implications of logistics support on Kenya Defense forces contingent intervention in Somalia, 2012 to 2022.

Instruction: kindly answer each question to the best of your ability, and tick appropriate.

SECTION A: BACKGROUND & DEMOGRAPHIC FACTORS

Please tick the most appropriate answer (√)

1. Gender:

- a) Male
- b) Female

2. What is your age range?

- a) 20-29 years
- b) 30 to39 years
- c) 40 to 49 years
- d) 50 and above

3. What is your highest level of education?

- a) High school
 - b) Bachelor's degree
 - c) Masters
 - d) Other
-

4. How long have you been in the Military?

- a) 0-2 years b) 3-5 years c) 6-8 years
 - d) 10 and above years
-

SECTION B: LOGISTIC OPERATIONS

5. Is KDF involved in operational logistic support in AMISOM peace-keeping mission?

Yes []

No []

For each of the following statements, please tick under the appropriate number on a scale from 1 to 5 where 1=Strongly Disagree and 5= Strongly Agree 1= Strongly Disagree 2= Agree 3=Neutral 4= Agree 5= Strongly Agree on some of the services

that KDF contingent in Somalia peace-keeping mission provide in operational logistic support?

	<u>Logistic Operations</u>	<u>1</u>	<u>2</u>	<u>3</u>	<u>4</u>	<u>5</u>
1	We normally provide transport of personnel's from one location to another					
2	We ensure maintenance; operation and disposition of facilities are done at the right manner and right time.					
3	The management ensure effective acquisition or furnishing of services					
4	The management ensure medical and health service support					

SECTION C: LOGISTIC SUPPORT OPERATIONAL CHALLENGES

For each of the following statements, please tick under the appropriate number on a scale from 1 to 5 where 1= Strongly Disagree 2= Agree 3=Neutral 4= Agree 5= Strongly Agree on the strategies of operational logistic support challenges of the KDF contingent in Somalia peace-keeping mission?

	<u>Strategies of operational logistic support challenges</u>	<u>1</u>	<u>2</u>	<u>3</u>	<u>4</u>	<u>5</u>
1	Transporting goods is one of the major challenges we normally face					
2	Supply chain management is very costly therefore, becomes a challenge to maintain it.					
3	In most cases we normally face poor technological infrastructure which derails the whole logistical system					
4	The logistical department fail to act quickly when there is a need be.					
5	The threats from the enemy's disrupt the whole logistical process.					

**SECTION D: EFFECTIVENESS OF OPERATIONAL LOGISTICS
STRATEGIES USED BY THE KENYA DEFENSE FORCES
CONTINGENTS IN THE SOMALIA MILITARY INTERVENTION
BETWEEN 2011 AND 2022**

For each of the following statements, please tick under the appropriate number on a scale 1 to 5 where 1= Strongly Disagree 2= Agree 3=Neutral 4= Agree 5= Strongly Agree on effectiveness of operational logistics strategies used by the Kenya Defense Forces contingents in the Somalia military intervention between 2012 and 2022.

	Effectiveness Of Operational Logistics Strategies	<u>1</u>	<u>2</u>	<u>3</u>	<u>4</u>	<u>5</u>
1	There has been technology infrastructure in order to improve weapon systems					
2	The department of defense has put enough storage facilities to ensure effectiveness					
3	There has been effective inventory control and management by the department					
4	The department has highly invested in the development of transportation infrastructure					
5	There has been a strategic air lift for personnel and equipment					
6	There has been a wide creation of military facilities					

**SECTION E: CONTRIBUTIONS OF THE OPERATIONAL LOGISTICS
ADOPTED BY KDF CONTINGENT IN PEACE-KEEPING MISSION IN
SOMALIA**

For each of the following statements, please tick under the appropriate number on a scale 1 to 5 where 1= Strongly Disagree 2= Agree 3=Neutral 4= Agree 5= Strongly Agree on some of the contributions of the operational logistics adopted by KDF contingent in peace-keeping mission in Somalia.

	Contributions of the Operational Logistics	<u>1</u>	<u>2</u>	<u>3</u>	<u>4</u>	<u>5</u>
1	Operational logistics has been offering technical support for the mission					
2	With an effective operational logistics there has been reduction of terror attacks					
3	With an effective operational logistics there has been a supply of military capabilities					
4	Each and everyone in the mission have been able to receive adequate medical support as a result of military operational logistics					

From your own view how can the department improve the KDF logistic support?

THANK YOU FOR YOUR CO-OPERATION

APPENDIX III: KEY INFORMANT GUIDE

Please respond to the following questions

1. Which operational logistics services were required to support the Kenya Defense Forces contingents in the Somalia military intervention between 2012 and 2022?
2. What logistic support operational challenges were faced by the Kenya Defense Forces contingents in the Somalia military intervention between 2012 and 2022?
3. How effective were the operational logistics strategies used by the Kenya Defense Forces contingents in the Somalia military intervention between 2012 and 2022?
4. Which new measures were enacted by the Kenya Defense Forces contingents to enhance operational logistics support readiness in the Somalia military intervention between 2012 and 2022?

THANK YOU FOR YOUR CO-OPERATION


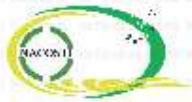



APPENDIX IV: RESEARCH BUDGET

ITEM	COST PER UNIT	Cost in Kshs.
Stationery		
a) Photocopying papers	10 Reams@ 500	5,000.00
b) Field notes books	4@ 50	200.00
c)Ball pens	3@ 40	120.00
d)Pencil, Ruler, Eraser		200.00
e) Mathematical calculator	1 @ 2000	2,000.00
f) Internet services	1@5000	25,000.00
h) Document holders	5@ 60	300.00
Sub-total		32,820.00
Piloting		
a) Piloting	2 Weeks(5days) @ 2000 per day	20,000.00
b) Subsistence allowance	5days @ 2000 per day	10,000.00
		30,000.00
Field Travelling/Data collection		
a) Travelling Allowance	25 days @ 5000 per day of travelling	125,000.00
b) Subsistence allowance for research	25 days@ 2000 per day of travelling	50,000.00
		175,000.00
Data Processing		
a)Project typing:	1000@ 20.00 per page for up to 3 drafts	60,000.00
b)Photocopying of project	10 copies @ 3.00 per page for 150 pages	4500.00
Final project hand binding	10 copies@ 50.00	500.00
		307,820.00
Contingencies, 10% of research cost		30,782.00
Sub-total		
Grand Total		338,602.00


APPENDIX V: WORKPLAN

Research Work	Time Line
Presentation of concept paper	August 2022
Writing research project	Sept-Dec, 2022
Defence of the project	January, 2023
Correction of project	February, 2023
Approval Research by Graduate School	April, 2023
Administration of research questionnaires	May, 2023
Data processing and analysis	JUL, 2023
Writing research report	October, 2023
Printing of project for defence	November, 2023
Presenting the Report to the Department	December, 2023
Submitting of Report for Examination	January, 2024
Correction and Submitting of Hardbound copies	March, 2024
Graduation	July, 2024

APPENDIX VI: NACOSTI RESEARCH PERMIT

 REPUBLIC OF KENYA	 NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY & INNOVATION
Ref No: 102294	Date of Issue: 30/June/2023
RESEARCH LICENSE	
	
<p>This is to Certify that Mr. Hosea karanja Cechanja of Kenyatta University, has been licensed to conduct research as per the provision of the Science, Technology and Innovation Act, 2013 (Rev.2014) in Nairobi on the topic: LOGISTICS IMPLICATION ON MILITARY INTERVENTION: CASE OF THE KENYA DEFENCE FORCES CONTINGENTS IN SOMALIA 2012 – 2022 for the period ending : 30/June/2024.</p>	
License No: NACOSTI/P/23/27238	
102294 Applicant Identification Number	 Director General NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY & INNOVATION
	Verification QR Code 
<p>NOTE: This is a computer generated License. To verify the authenticity of this document, Scan the QR Code using QR scanner application.</p>	
See overleaf for conditions	

APPENDIX VII: APPROVAL RESEARCH PROJECT PROPOSAL


**KENYATTA UNIVERSITY
GRADUATE SCHOOL**

E-mail: dean-graduate@ku.ac.ke
Website: www.ku.ac.ke

P.O. Box 43844, 00100
NAIROBI, KENYA
Tel. 810901 Ext. 4150

Internal Memo

FROM: Executive Dean, Graduate School
TO: Hosea Karanja Gachanja
C/o Security, Diplomacy & Peace Studies

DATE: 30th May, 2023
REF: S205/OL/CTY/21896/2020

SUBJECT: APPROVAL OF RESEARCH PROJECT PROPOSAL


This is to inform you that Graduate School Board at its meeting of 22nd May, 2023 approved your Research Project Proposal for the M.A Degree Entitled, "Logistics Implication on Military Intervention: Case of the Kenya Defence Forces Contingents in Somalia 2012-2022."

You may now proceed with your Data Collection, Subject to Clearance with Director General, National Commission for Science, Technology and Innovation.

As you embark on your data collection, please note that you will be required to submit to Graduate School completed Supervision Tracking and progress report Forms per semester. The Forms are available at the University's Website under Graduate School webpage downloads.

Also, please ensure that you publish article(s) from your project before submitting it to Graduate School for examination as per the Commission for University Education and Kenya University guidelines.

Thank you.


JACKSON LUVUSI
FOR: EXECUTIVE DEAN, GRADUATE SCHOOL

c.c. Chairman, Department of Security, Diplomacy and Peace Studies.
Supervisors:

1. Dr. Xavier Ichani
C/o Dept. of Security, Diplomacy & Peace Studies
Kenyatta University

S/mo

APPENDIX VIII: RESEARCH AUTHORIZATION LETTER



**KENYATTA UNIVERSITY
GRADUATE SCHOOL**

E-mail: dean-graduate@ku.ac.ke

P.O. Box 43844, 00100
NAIROBI, KENYA
Tel. 8710901 Ext. 57530

Website: www.ku.ac.ke

Our Ref: S205/OL/CTY/21896/2020

DATE: 30th May, 2023

Director General,
National Commission for Science, Technology
and Innovation
P.O. Box 30623-00100
NAIROBI

Dear Sir/Madam,

RE: RESEARCH AUTHORIZATION FOR HOSEA KARANJA GACHANJA - REG. NO. S205/OL/CTY/21896/2020

I write to introduce Hosea Karanja Gachanja who is a Postgraduate Student of this University. The student is registered for M.A degree programme in the Department of Security, Diplomacy & Peace Studies

Hosea intends to conduct research for a M.A Project Proposal entitled, "Logistics Implication on Military Intervention: Case of the Kenya Defence Forces Contingents in Somalia 2012-2022."

Any assistance given will be highly appreciated.

Yours faithfully,

A handwritten signature in blue ink, appearing to read 'E. Kimani', is written over a horizontal line.

PROF. ELISHIBA KIMANI
EXECUTIVE DEAN, GRADUATE SCHOOL

JL/mo